



Annual Report | 2004-2005

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ACTIVE LIBRARY

JUN 29 2005





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Inside front and back cover:
Portion of the Cretaceous mural that greets visitors
at the entrance to Living Land, Living Sea.

BY THE MUSEUM'S LIBRARY

JUN 29 2005

OUR VISION

Revealing British Columbia, inspiring wonder.

With a passionate commitment to research, education and public involvement, the Royal BC Museum is proud to be among the finest cultural institutions in the world.

MANDATE

The Royal British Columbia Museum Corporation is the only organization in the world dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. Its purpose is to fulfill the Government's fiduciary responsibilities for public trusteeship of the provincial collections and exhibits, and to preserve the collections for future generations of British Columbians.

MISSION

To explore and preserve British Columbia's human history and natural history, to inspire curiosity and wonder, and to share our story with the world.

VALUES

- Accountability to public expectations and concerns.
- Responsible stewardship of the collections and information entrusted to our care.
- Respect for diversity.
- Respect for people and partnerships.
- Objectivity in our work.
- Environmental responsibility.
- Excellence in all we do.

ENABLING LEGISLATION

The *Museum Act* SBC 2003, c.12 details the legislated mandate of the Royal BC Museum Corporation.

MAJOR PROGRAMS

- Development, management and care of the collections.
- Public access to the collections.
- Exhibit development.
- Research and interpretation.
- Public and community education.

MARKETS SERVED

- Visitors to the cultural precinct.
- Researchers.
- Educators and students.
- Citizens of British Columbia.
- Communities throughout the province.
- People seeking information throughout the world, via our websites and publications.



The plaza and public entrance to the Royal BC Museum.

ORGANIZATIONAL OVERVIEW

The Royal BC Museum, located in Victoria, British Columbia's capital city, is a public institution that symbolizes the cultural heart of British Columbia, "the best place on earth". Celebrating the people, places, and events that make up British Columbia's distinctive heritage, it is the only organization in the world dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia.

The Royal BC Museum is a Crown Corporation; its principal stakeholder is the Government of British Columbia. Its physical environs are comprised of the Royal BC Museum and the British Columbia Archives, as well as Helmcken House, Thunderbird Park, Mungo Martin Big House, St. Ann's Schoolhouse and the Netherlands Carillon. These were amalgamated in April 2003 to create the Royal BC Museum Corporation in order to leverage the strengths of a single organization. The Royal BC Museum, with its incredible breadth and depth of material devoted to British Columbia's history, represents one of the most comprehensive views of a provincial history in Canada.

More than a million people pass through the Royal BC Museum's public spaces each year, including over 400,000 paid visitors to the Museum. Visitors include residents, domestic and international tourists, convention and special event attendees, school groups, officials such as

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diplomats and government representatives, scientists and researchers, and First Nation representatives. Beyond the Royal BC Museum's physical location, it is accessible to every region of the province via electronic databases at www.royalbcmuseum.bc.ca. The Royal BC Museum's *Living Landscapes* program focuses on supporting projects in particular areas of British Columbia. Working with local organizations, this program generates regional research, documents local knowledge and enhances the provincial collections.

Principal stakeholders, clients and partners include individual and professional researchers, the primary and post-secondary education system, the tourism industry, First Nations, government organizations, residents of British Columbia and tourists, and community organizations. A partnership with Destination Cinema National Geographic IMAX Theatre enhances services to visitors.

The strategic priorities of the Royal BC Museum emphasize continuous improvement in services, revenue, and reputation guided by five key management principles:

- **Customer focus**
- **Leadership**
- **Employee Involvement**
- **Objective Analysis**
- **Continuous Improvement**

The governance of the Royal BC Museum is entrusted to a Board of Directors, the Chief Executive Officer (CEO), and the Executive Team. The Board reports to the Minister of Community, Aboriginal and Women's Services, and is charged with ensuring the economic vitality of the Corporation, supporting its fundraising efforts, setting long-range plans, and securing and preserving the province's cultural assets. The CEO reports to the Board of Directors and manages the day-to-day business affairs of the Corporation with responsibility for developing its strategic initiatives and business plan, managing the financial health of the organization, and ensuring that it carries out its mission and achieves its business goals.

The Executive Team, which reports to the CEO, is responsible for six business areas.

Curatorial Services stewards the collection and ensures the safety and longevity of all artifacts, specimens and records in the Corporation's care. It conducts research and makes the collection, and knowledge and interpretation of the collection, available to the public and researchers. Director: Grant Hughes

Exhibits and Visitor Experience interprets the collections, and knowledge resident in the collections, through the design, construction, installation and maintenance of exhibits and displays, and through the development of engaging public programs. Director: Brent Cooke

Access and Information Management provides public access to artifacts, specimens and archival material,

including images and documents. It preserves government records, collects private documents of provincial significance, oversees the *Living Landscapes* regional outreach program and operates the corporate websites to ensure electronic access to the collections. Director and Provincial Archivist: Gary Mitchell

Visitor and Human Resource Services

provides services to the public, employees and volunteers, including

facilities, operations and stewardship of revenue collected through admissions, and human resource management services. Director: Angela Williams

Marketing and Communications generates interest in the Corporation's services and develops the Royal BC Museum's public image. Its main functions are to increase attendance at the Royal BC Museum, increase awareness and market services to the public through media relations, advertising, sponsorship and promotions, public relations, corporate communications, outside sales and publications. Director: Cynthia Wrate

The **Chief Financial Office** manages all financial and related functions including strategic budget development and management, information technology, policy development, business planning, risk management, legal services and financial analysis. Chief Financial Officer: Faye Zinck



Large paintings and prints stored securely in the climate-controlled vault of the BC Archives.

CHAIRMAN'S REPORT

The 2004/05 Royal BC Museum Corporation Annual Report was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the contents of the report, including the selection of performance measures and how the results have been reported. The information presented reflects the actual performance of the Royal BC Museum for the twelve months ended March 31, 2005. All significant decisions, events and identified risks, as of April 1, 2005 have been considered in preparing the report.

The information presented is prepared in accordance with the BC Reporting Principles and represents a comprehensive picture of our actual performance in relation to our service plan.

I, along with the other members of the Board of the Royal BC Museum, am pleased to report a year of significant accomplishment.

Under the leadership of the Executive Team, staff, with the support of a hundreds of dedicated volunteers and supporters, the past 12 months have seen the Royal BC Museum host the most prestigious, ambitious and most successful exhibit in its 119 year history; complete a detailed Master Plan to guide the future development of the organization; conduct a comprehensive risk assessment of the Royal BC Museum collection – one of the most comprehensive such assessments in Canada – open the first new permanent gallery in 20 years; introduce the first 3-dimensional map of British Columbia produced solely from satellite imagery and launch a richly detailed website – *Journeys and Transformations* – representing British Columbia on the Virtual Museum of Canada.

Each of these accomplishments confirms the Royal BC Museum's track record for innovation and leadership. The Master Plan presents a vision and implementation plan that has the potential to transform the Royal BC Museum into a cultural landmark of national significance.

It also places the Royal BC Museum at a crossroads.

The Royal BC Museum Corporation was created to provide the provincial museum and archives the opportunity to reduce its reliance on government funding by building a sustainable stream of revenue and a reduced cost base.

In order to achieve the vision set out in the Master Plan, the Royal BC Museum must assume greater control over the decisions that influence its ability to attract alternative



John Walton

funding, generate a stable revenue base, and manage its costs.

Building and occupancy costs are a large expense over which the Royal BC Museum currently has little management control. The payment of market-based land and building rent is significant in comparison to other Canadian museums and cultural centres. In addition, the buildings and infrastructure are outdated, driving maintenance and refurbishment expenses. The result of rising costs for rent and maintenance is a direct reduction in

operating funds available to regenerate exhibits and develop programs that serve British Columbians.

In addition, Royal BC Museum buildings were not built to purpose, which limits the opportunity to grow the collection and hampers the introduction of new technology. Finally, they are not configured to take advantage of the revenue opportunities in retail and food services that have become a critical component of museum visitor expectations and alternative funding. The Master Plan provides solutions to each of these challenges.

It is the firm belief of the Board that in order for the Royal BC Museum to manage its operating costs and to attract the capital funding necessary to achieve the vision outlined in the Master Plan, it must assume direct responsibility for its buildings and land. This is a critical goal for the year ahead. The Board is committed to working with government on options to address these challenges.

It is the eve of British Columbia's 150th anniversary in 2008. British Columbia is preparing to host the world in 2010. The Royal BC Museum is poised to capitalize on the third most significant phase of its development – the first was its creation in 1886; the second, the completion of a stand-alone building in 1969 which became a significant attraction and symbol of cultural pride – and now, the creation of a next generation Royal BC Museum, one that tells our contemporary stories and represents all British Columbians to the world.

With the support of the provincial government, which remains the Royal BC Museum's sole shareholder, we look forward to realizing our full potential as the cultural heart of the best place on earth.

John Walton
Chair, Board of Directors
Royal BC Museum Corporation

CEO's REPORT

Looking back on a year filled with notable accomplishments at the Royal BC Museum, two specific achievements stand out.

The first was hosting the most ambitious – and successful – temporary exhibit in the history of the Royal BC Museum. *Eternal Egypt: Masterworks of Ancient Art from the British Museum* confirmed the important role cultural exhibits play in stimulating the tourism economy and enhancing the quality of life of British Columbians. Of all venues in North America to host this once-in-a-lifetime exhibit, the Royal BC Museum achieved the highest paid attendance, demonstrating our ability to work among the world's best.

The second achievement, which will have lasting value to British Columbians as it guides the future evolution of the Royal BC Museum, is the completion of our long term Master Plan. This comprehensive plan provides a strategic blueprint for significant revitalization of the Royal BC Museum and addresses fundamental challenges facing the organization, including:

- **Collection management.** The plan articulates the long-term growth of the collections to ensure provincially significant treasures are acquired, preserved, and made accessible for all British Columbians. The plan outlines management practices necessary to ensure the provincial collections are fully reflective of the geographic, social, and ethnic diversity of British Columbia, and outlines development of the systems critical to ensuring the heritage of British Columbians is responsibly preserved.
- **Exhibit and programming development.** The plan outlines the creation of a flexible temporary exhibition space and signature British Columbia gallery. Drawing on the Royal BC Museum's reputation for design innovation, the plan integrates the human and natural development of the province, and calls for a contemporary interpretation of the human and natural history influences that shaped British Columbia, with emphasis on recent history and the important influences successive waves of immigration and economic development have made to our province. The plan integrates high technology with the human touch in the development of programming that engages all



Pauline Rafferty

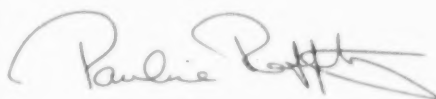
visitors – British Columbians and tourists alike – in understanding what makes British Columbia the best place on earth.

Retail and food services. Growth of alternative operating revenue sources are critical to the long-term financial health of the Royal BC Museum while providing the services and amenities today's visiting public demand. These services will be integrated into visitors' overall experience and understanding of British Columbia, and feature BC artisans, authors, and merchandise, as well as BC-based cuisine.

The requirements of each of these components are incorporated into a site development plan that outlines the physical revitalization of the Royal BC Museum by integrating old and new interior and exterior spaces to address the many limitations of our aging buildings and infrastructure.

In implementing the Master Plan, we see a tremendous public asset transformed into a dynamic cultural and educational destination. Our vision is of a distinctly British Columbian landmark, which integrates new gallery spaces and innovative education space. We see a world-class collection building capable of preserving public treasures valued at almost \$200 million and reference systems that allow global access to BC documentary holdings. We see a next-generation museum surrounded by BC themes in all the amenities and comforts visitors demand.

This transformation will not take place overnight or without consultation and support. The steps necessary to achieve this vision are critical elements of the Royal BC Museum strategic plan in the year ahead. Through the professionalism and talents of a dedicated staff and volunteers of the Royal BC Museum, the guidance of our Board of Directors, and the support of public and private partners who share our goals and pride in British Columbia, we look forward to seeing the Royal BC Museum Corporation take its place as one of the finest cultural institutions in the world.



Chief Executive Officer
Royal BC Museum Corporation

REPORTING ON PERFORMANCE

The following report measures performance against the 2004/2005 Service Plan. There have been no significant changes from that plan. Consistent with the Royal BC Museum's continuous improvement management principle, the 2005/2006 Service Plan has been refined to reflect a strategy focused on two key goals – the collection and visitor experience – and five core objectives which will be reflected in future reports.

CORPORATE REPORT CARD

Goal 1:

A collection that is representative of the human and natural history of BC, preserved for future generations.

Objective 1: Build, develop and improve the collection through accessions, deaccessions, preventative conservation and treatment, documentation, and display in accordance with the Collections Development Plan.

Strategies

- Protect the collection and minimize deterioration through ongoing conservation activities and adherence to the Collections Development Plan.
- Prepare implementation plans for acquisitions and deaccessions guided by the Collections Development Plan.
- Transfer archival material from Government under a fee for service model.

Performance Measures	Target			Result
	04/05	05/06	06/07	
\$ value of risk to the collection	To be established upon completion of the Collections Development Plan	To be established	To be established	The Collections Development Plan was completed on time. Acquisitions are reviewed by the Collections Committee and are determined to meet the plan objectives with available resources.
% of new acquisitions that meet the new Collections Development Plan to make the collection more representative of BC	To be established upon completion of the Collections Development Plan			The 2004/05 annual research and collections plan was completed. Tracking of new acquisitions against this plan begins in the next fiscal year.

Objective 2: Maintain access levels to artifacts, specimens, archival records, and information available to the public.

Strategies

- Provide loans of artifacts, documentary art, archives and specimens using appropriate protocols.
- Continue to engage in the process of repatriating cultural material with First Nations and the Treaty Negotiations Office.
- Conduct a feasibility study for the Electronic Data Records Management System and develop an implementation plan if appropriate.
- Secure and protect ownership rights of the Corporation's intellectual property.
- Continue to improve and expand access to the collection through the preparation of specimens and development of data, images and audio for public access.
- Integrate museum and archives websites into one integrated site.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Number of requests for information (all sources)	6,400	7,000	7,000	13,408 (8,059 Archives, 5,349 Curatorial)
Response time to requests	10 working days curatorial 20 working days archival	10 working days 20 working days	10 working days 20 working days	96% of Curatorial inquiries complete in 10 days 90% of archival requests complete in 20 days
Client satisfaction (client survey)	8.9/10	8.9/10	8.9/10	10/10 based on 12 voluntary responses
% of intellectual property owned by the Royal BC Museum	Completion of Report to set baseline	TBD	TBD	Delayed until June 2005 due to resource requirements
Length of time to appraise records, catalogue, document and make a collection accessible	12 months maximum	12 months maximum	12 months maximum	10,858 artifacts, specimens and archaeology lots processed within 12 month timeframe
Website usage	13 million page views	13.5 million page views	14 million page views	14,079,217 page views

Objective 3: Focus research resources and acquisitions to support development of the exhibits and programs that reflect the significance of BC's human and natural history in a way that engages the public and stimulates their interest.

Strategies

- Complete and open an exhibit focused on "Climate Change in BC".
- Launch an electronic program: "The Virtual Museum".
- Pursue collection development and acquisition through accepting donations and issuing tax receipts or as funding may allow for artifact purchases.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Client satisfaction (client survey)	8.9/10	8.9/10	8.9/10	8.9/10 based on annual exit survey and comment cards
Website usage	100,000 visits	110,000 visits	120,000 visits	38,300 visits over 7 months. This number is expected to rise as awareness of the site increases, particularly among BC students.
% of new acquisitions that meet the new Collections Development Plan to make the collection more representative of BC	To be established upon completion of the Collections Development Plan	To be established	To be established	Collections Development Plan complete. Measurement to begin 2005/06 fiscal year

Goal 2: A visitor experience at the new cultural precinct that ensures new and repeat visitation and products and programs that have links through partnerships and technology to BC communities.

Objective 1: Maintain visitor satisfaction levels at a minimum of 8.9 out of 10.

Strategies

- Focus renovation activities on the design and construction of a new entrance to the Natural History Gallery.
- Conduct exhibit maintenance activities on an "as needed" basis.
- Implement cost effective and/or revenue generating public programs that support current and temporary exhibits.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Client satisfaction (client survey)	8.9/10	8.9/10	8.9/10	2004 exit surveys maintain an 8.9/10 average

Objective 2: Manage services to *Living Landscapes* communities.

Strategies

- Continue to pursue and fund 15 *Living Landscapes* projects.
- Utilize the website to showcase the work of the *Living Landscape* projects in accordance with branding objectives and strategies.
- Continue to improve access to holdings for *Living Landscapes* research use.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Number of <i>Living Landscapes</i> projects underway	15	15	15	20 projects underway or completed
Website usage – page views	250,000	300,000	400,000	807,549 page views

Objective 3: Integrate and develop the Royal BC Museum Site into a new, exciting, dynamic cultural precinct.

Strategies

- Develop the 5-10 year Master Plan that lays out the complete Development Plan for the cultural precinct and achieve Board approval to move forward with the plan in 2005/06.
- Develop the Fundraising, Development and Communication plans to accompany the Master Plan for the cultural precinct.

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Goal 3: A revitalized Royal BC Museum brand that is viewed by visitors as an ever-changing source of knowledge, discovery and entertainment.

Objective 1: Increase awareness and understanding of the Corporation and showcase its existing products and services.

Strategies

- Continue the integration of the Royal BC Museum brand and positioning across all areas of the Corporation.
- Implement an internal and external communications strategy to raise awareness about and support for the Royal BC Museum.
- Integrate museum and archives websites into one integrated site.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Client satisfaction (client survey)	8.9/10	8.9/10	8.9/10	Exit survey 8.9/10 satisfaction level 98% of British Columbia visitors aware of <i>Eternal Egypt</i> at the Royal BC Museum prior to visitation. Achieved BC Tourism "Marketer of the Year" award
% increase in usage of Corporation services	Baseline TBD	TBD	TBD	14.7% increase in annual paid attendance Paid attendance 484,909 Student and other complimentary 40,122
% repeat visitation	Baseline TBD	TBD	TBD	2004 visitor exit survey indicates 59% of visitors had visited the Royal BC Museum previously

Goal 4:

Financial security through increasing and diversifying revenue and prudent expenditure management.

Objective 1: Increase earned revenue through special exhibits and other revenue generating activities.

Strategies

- Implement advertising programs that raise awareness of the Royal BC Museum and introduce admission packages to generate increased visits.
- Secure exhibits consistent with the Royal BC Museum's branding strategy to increase attendance and revenue.
- Establish programs that generate revenue.
- Integrate museum and archives websites into one integrated site.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Increase in earned revenue over 2003/04	20%	21%	22%	140% of target, primarily due to <i>Eternal Egypt</i> exhibit \$9.1 million
Number of self-sustaining programs	3	4	5	3 programs: Gallery Rentals, Partnership with Destination Cinema, and Archival Records management

Objective 2: Achieve revenue targets through fundraising and sponsorship activities.

Strategies

- Establish fundraising infrastructure through development of a fundraising strategy in conjunction with the Master Plan for the cultural precinct.
- Review and realign relationships and clarify responsibilities related to fundraising with the Friends and the Foundation.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Increase in earned revenue	To be established upon completion of the Plan	TBE	TBE	\$120,000 received to support <i>Eternal Egypt</i>
Revenue from the Friends and the Foundation to the Royal BC Museum	\$350,000	\$400,000	\$450,000	\$607,500 received

Goal 5: A skilled, competent, flexible and committed workforce including volunteers, that is capable of ensuring the Royal BC Museum meets its goals.

Objective 1: Align staff and volunteers to core business functions and ensure that the right people with appropriate knowledge, skills, and abilities are in the right positions.

Strategies

- Continue to implement the annual planning process and integrate with Employee Performance and Development Plans.
- Improve volunteer and staff orientation procedures.
- Continue to maintain volunteer contribution to Royal BC Museum.
- Develop Succession Plan.
- Recruit staff and volunteers in alignment with new vision, goals and objectives for critical positions.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Staff wellness documented through sick leave and long-term disability days	Survey to be conducted	Recommendations implemented as required	Survey conducted	Average use of sick leave was 4.82 days per employee, significantly less than the public sector average of 6.73.
Staff wellness documented through qualitative assessment of the organization				A staff survey was completed to gauge employee satisfaction and guide development of quality of worklife improvements.
Staff competency improvement through number of training days documented				1.4 training days per employee Two staff are supported annually in achieving Master's level education Forty staff received training from the Canadian Museum of Nature and began collection risk assessment. All staff received training in dealing with violence in the workplace as per recommendation from BC Public Service – Kamloops Report.
Organizational strength through volunteers as documented by number of hours of donated volunteer time	50,000 hrs	50,000	50,000	42,483 self-reported hours donated by a total of 621 volunteers engaged in 800 different assignments. Hours for public programming volunteers were lower than anticipated based on the 3-month timeframe for the <i>Eternal Egypt</i> exhibit.
% of Succession Plan complete	Succession Plan completed with annual targets	Annual targets met	Annual targets met	Succession Plan complete. Implementation begins June 2005

Goal 3: A revitalized Royal BC Museum brand that is viewed by visitors as an ever-changing source of knowledge, discovery and entertainment.

Objective 1: Increase awareness and understanding of the Corporation and showcase its existing products and services.

Strategies

- Continue the integration of the Royal BC Museum brand and positioning across all areas of the Corporation.
- Implement an internal and external communications strategy to raise awareness about and support for the Royal BC Museum.
- Integrate museum and archives websites into one integrated site.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Client satisfaction (client survey)	8.9/10	8.9/10	8.9/10	Exit survey 8.9/10 satisfaction level 98% of British Columbia visitors aware of <i>Eternal Egypt</i> at the Royal BC Museum prior to visitation. Achieved BC Tourism "Marketer of the Year" award
% increase in usage of Corporation services	Baseline TBD	TBD	TBD	14.7% increase in annual paid attendance Paid attendance 484,909 Student and other complimentary 40,122
% repeat visitation	Baseline TBD	TBD	TBD	2004 visitor exit survey indicates 59% of visitors had visited the Royal BC Museum previously

Goal 4: Financial security through increasing and diversifying revenue and prudent expenditure management.

Objective 1: Increase earned revenue through special exhibits and other revenue generating activities.

Strategies

- Implement advertising programs that raise awareness of the Royal BC Museum and introduce admission packages to generate increased visits.
- Secure exhibits consistent with the Royal BC Museum's branding strategy to increase attendance and revenue.
- Establish programs that generate revenue.
- Integrate museum and archives websites into one integrated site.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Increase in earned revenue over 2003/04	20%	21%	22%	140% of target, primarily due to <i>Eternal Egypt</i> exhibit \$9.1 million
Number of self-sustaining programs	3	4	5	3 programs: Gallery Rentals, Partnership with Destination Cinema, and Archival Records management

Objective 2: Achieve revenue targets through fundraising and sponsorship activities.

Strategies

- Establish fundraising infrastructure through development of a fundraising strategy in conjunction with the Master Plan for the cultural precinct.
- Review and realign relationships and clarify responsibilities related to fundraising with the Friends and the Foundation.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Increase in earned revenue	To be established upon completion of the Plan	TBE	TBE	\$120,000 received to support <i>Eternal Egypt</i>
Revenue from the Friends and the Foundation to the Royal BC Museum	\$350,000	\$400,000	\$450,000	\$607,500 received

Goal 5: A skilled, competent, flexible and committed workforce including volunteers, that is capable of ensuring the Royal BC Museum meets its goals.

Objective 1: Align staff and volunteers to core business functions and ensure that the right people with appropriate knowledge, skills, and abilities are in the right positions.

Strategies

- Continue to implement the annual planning process and integrate with Employee Performance and Development Plans.
- Improve volunteer and staff orientation procedures.
- Continue to maintain volunteer contribution to Royal BC Museum.
- Develop Succession Plan.
- Recruit staff and volunteers in alignment with new vision, goals and objectives for critical positions.

Performance Measures	Target			Result
	04/05	05/06	06/07	
Staff wellness documented through sick leave and long-term disability days	Survey to be conducted	Recommendations implemented as required	Survey conducted	Average use of sick leave was 4.82 days per employee, significantly less than the public sector average of 6.73.
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% of Succession Plan complete	Succession Plan completed with annual targets	Annual targets met	Annual targets met	Succession Plan complete. Implementation begins June 2005

PURSUING A SHARED MISSION

The Royal BC Museum is a place of discovery like no other in the world. Inspiring galleries interpret British Columbia's history and provide visitors with a window on the rest of the world by hosting exciting temporary exhibitions. One of the most highly attended museums in Canada, the Royal BC Museum is a significant tourist destination. Temporary exhibits are also a significant visitor draw. Based on visitor exit surveys, of the 330,000 people who visited the *Eternal Egypt* exhibit, 90,000 travelled to the Victoria area only or primarily to see the exhibit. These 90,000 incremental visitors generated over \$15 million in direct spending to the local economy during the 114 days of the exhibit.

The Royal BC Museum is the leading source of knowledge about British Columbia's human and natural history, and is accessible to all British Columbians – and researchers around the world – through innovative access and resource services.



No longer behind glass, our famous Woolly Mammoth stands majestically next to a real ice wall in the refurbished Living Land, Living Sea gallery.

PRESERVING THE TREASURES OF BRITISH COLUMBIA

Since the late 19th century, the provincial museum (1886) and the provincial archives (1893) have collected, preserved, interpreted, and shared the province's history. Today, the Royal BC Museum holds an extensive compilation of more than seven million specimens, artifacts and archival records.

Stewardship of the collection is the most important responsibility of the Royal BC Museum. Staff at the Royal BC Museum store, conserve, document and manage the collection. In addition, they plan, direct and evaluate research; ensure public access to expertise; develop educational programming for teachers, school children and adults; and create exhibits, programming and services that generate a sense of wonder, pride and personal connection with British Columbia's past.

The development and preservation of the provincial collections present growing challenges. Sophisticated



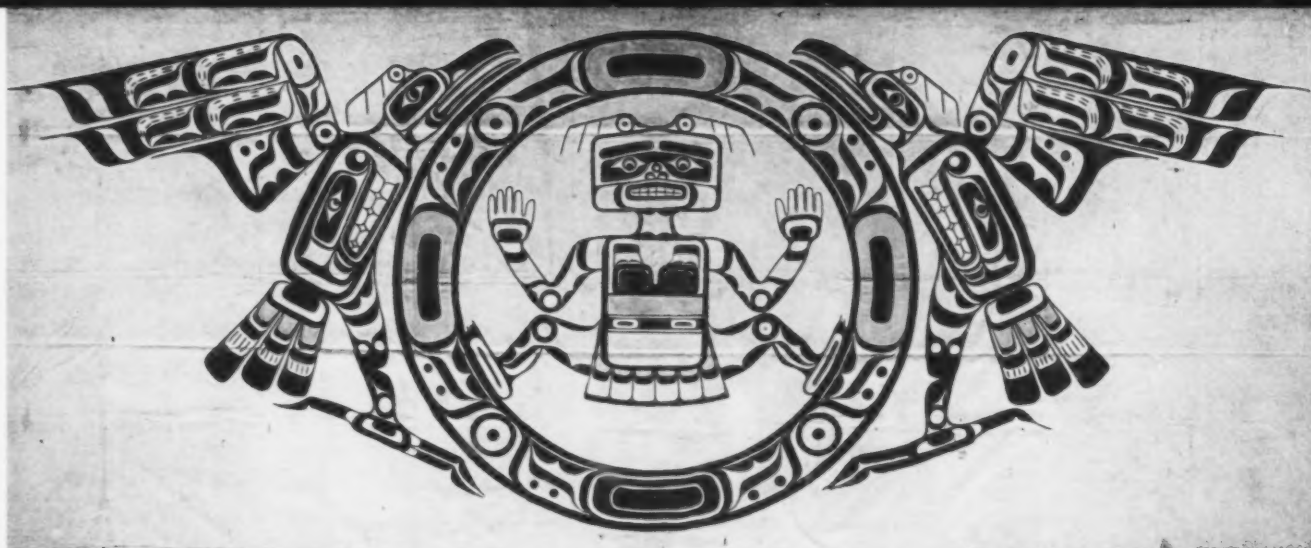
Recently acquired trunk sheds light on the lives of single men who lived and worked in BC's Chinatowns.

storage systems and methods are necessary to preserve and perpetually care for a broad range of material, including the documents held within the BC Archives. As the collection continues to grow, increased space is needed to ensure preservation. The outdated physical plant at the Royal BC Museum is increasingly not up to the task. A Master Plan that recognizes sophisticated curatorial facilities are

crucial to the continuing development and preservation of the collection has been developed. The plan prioritizes the construction of a new scaleable research and collection building to ensure preservation of the collection and enable research; the renovation of existing gallery space to reflect the diversity of history and experience of all British Columbians; and the development of retail and food services that reflect the best of British Columbia's merchandise and cuisine.

THE COLLECTIONS DEVELOPMENT STRATEGY

The Royal BC Museum faces fundamental questions regarding the collection, including how to define, collect, preserve, and make accessible items of provincial significance that represent the full diversity of British Columbia's natural and human experience.



This large ceremonial dance screen, acquired in July 2004, is a significant addition to our collection of works by First Nations artist Chief Mungo Martin (1881–1962).

To address these questions, and to enunciate and clarify the Corporation's collecting policies and philosophies, a comprehensive Collections Development Plan has been completed.

The Collections Development Plan, released to the public in February 2005, describes the totality of the Corporation's collection policies and provides guidelines for the continuing development, sharing and preservation of the collection. Objects to be accessioned must meet the legislated mandate of the Royal BC Museum and must have accompanying documentation that adds to the potential understanding of the human and natural history of British Columbia.

Archivists or curators who are experts in relevant disciplines under the terms of the annual Research and Collection Acquisition Plan identify objects selected for collection. In the BC Archives, the Collections Development Plan defines the types of documents that will be collected including the mandated acquisition of government archival holdings, the selection of provincially significant archival holdings, and active collecting to broaden the scope and significance of the collection to the public. Within the planning process, the Royal BC

Museum Collection Policy was reviewed and updated to address the care and preservation of the collection with clearly defined protocols for its regular maintenance, as well as the loaning of objects from the collection to researchers and members of the public.

Accessions and deaccessions undergo a formal approval process. Once acquired, items are made as accessible as possible for research and public use, consistent with conservation, legal and ethical considerations. Significant acquisitions in the past year included:

- A fine assortment of Chinese export pottery and a collection of materials that belonged to people who lived and worked in the province's Chinatowns.
- An important and rare ceremonial dance screen painted by Chief Mungo Martin, who created Thunderbird Park.
- Fossils of national significance showing that dinosaurs travelled further west than ever previously thought.
- Several specimens of giant Humboldt Squid which the Royal BC Museum biologists and other scientists are studying to determine why the species has appeared here and what it means for BC's environment.

- A donation to the BC Archives of a set of letters from Emily Carr written to friends from 1936 to 1944.
- A collection of over 100 photographs on glass negatives, carefully preserved by their donor, that document mines, businesses and social conditions in the Kootenays, the Boundary region and Prince Rupert from the late 1890s to the early 1900s.

FIRST NATIONS AND REPATRIATION

Many museums, including the Royal BC Museum, are involved in negotiations regarding the display and repatriation of aboriginal cultural artifacts. The Royal BC Museum is a partner in the province's treaty negotiation process as First Nations request the repatriation of aboriginal artifacts. Numerous Treaty visits were held this year, and a proposed Custodial Agreement with the Nisga'a has been drafted and is under discussion.

The Royal BC Museum fosters collaborative working relationships with First Nations in caring for the collection in accordance with accepted procedures. The Corporation's policy is to return human remains to First Nations for reburial, and an active process for return is in place.

CONTRIBUTING TO SCHOLARSHIP AND RESEARCH

The Royal BC Museum recognizes responsibility to various professional disciplines and the heritage community including the research and collection requirements of such groups and individuals. The Collections Development Plan permits and encourages the lending of objects to other institutions.

Research projects aim to uncover new insights and expand knowledge about the natural world and cultures of British Columbia. New objects in the collection are used to provide fundamental new insights about the province. The significance of Royal BC Museum research is derived from its emphasis on what is unique to British Columbia. Topics may be grouped by the following criteria:

- Identifying and documenting species inhabiting the province to enhance public knowledge, with a focus on understanding endangered species or those species that exist nowhere else in the world.
- Using species distributions and fossil evidence to understand early BC history and to show what changes have occurred and what the future may hold (e.g., climate and climate change).
- Studying the evolution of life by comparing DNA and the physical characteristics of plants and animals.
- Documenting the history and heritage of First Peoples in collaboration with them.
- Researching locations and documentation about communities and industries in BC to discover how and why they have changed, and what these changes mean for the future.
- Researching social trends in the province.

See Appendix A for research outcomes.

WHY SO MANY VISIT, AGAIN AND AGAIN

Exhibits and associated programs produced by the Royal BC Museum are the primary attraction for visitors to the Royal BC Museum, and the reason many return to experience more. During the past year, over 60% of visitors had been to the Royal BC Museum before. Visitor satisfaction rates remain high with an average of 8.9/10.

IF IT WAS THERE, IT'S HERE

The permanent exhibits lie at the heart of the Royal BC Museum and showcase the human history and natural history of British Columbia. The *First Peoples Gallery* is a resonant and extensive area that delves into the lives of the Aboriginal Peoples of British Columbia in both the pre- and post-European contact eras. The *History Gallery* transports visitors back into the early days of European settlement in British Columbia. The *Living Land, Living Sea Gallery* showcases the physical diversity and beauty of BC's geography, flora and fauna.

LIVING LAND, LIVING SEA

The Natural History Gallery has undergone a major transformation

in the past year, emerging as the new permanent gallery, *Living Land, Living Sea*. Under construction for more than a year, *Living Land, Living Sea* opened to great anticipation on March 4th, 2005 and features a significant number of artifacts and specimens never before on permanent exhibition, a topical exhibit on climate change in British Columbia, and the return to public display of the much-loved Woolly Mammoth. *Living Land, Living Sea* examines the natural forces that have been shaping and shifting the terrain of British Columbia for more than 90 million years. A \$1.4 million capital project, the gallery takes visitors through the subtropical damp of the Cretaceous Period to the chilly winds and lightening storms of the Ice Age. An ice wall with genuine ice has been recreated, and fiberglass casts of glaciated rocks dot the exhibit.



The photo-mural of the fire that engulfed Okanagan Mountain Park in 2003 gives visitors to the climate-change exhibit a profound example of the results of global warming. Photo: Kip Frasz, Kelowna Daily Courier.

As visitors proceed through the exhibit, they find themselves in modern times where they can explore the effects of today's climate change with interactive stations and electronic kiosks. Visitors can find out what lies ahead, and discover ways climate change may affect their lives and those of BC's native plants and animals.

BRITISH COLUMBIA IN THREE DIMENSIONS

In conjunction with the opening of *Living Land, Living Sea*, the Royal BC Museum unveiled the world's first three-dimensional map of British Columbia generated solely from satellite images. Exceptional in detail and dramatic in size, the map provides a never-before-seen perspective of the province. Coupled with a dramatic cinematic overlay, the map demonstrates an exciting new way to tell the stories of British Columbia and its people.

BRINGING EXCITEMENT FROM AFAR

Eternal Egypt: Masterworks of Ancient Art from the British Museum

2004 marked the showcase of the most prestigious, ambitious and expensive exhibit ever hosted in the history of the Royal BC Museum.

Eternal Egypt: Masterworks of Ancient Art from the British Museum included 144 Egyptian treasures from the most important collection of ancient Egyptian art outside of Cairo. The Royal BC Museum was one of only three museums in Canada and the only venue in the Pacific Northwest to host the exhibit. When the exhibit closed on October 31st, the Royal BC Museum had achieved the highest paid attendance of any venue hosting the exhibit in North America, including Chicago, Toronto and San Francisco. The success of the exhibit

enhanced the Royal BC Museum's reputation as a world-class venue, and confirmed its ability to significantly contribute to British Columbia's tourism economy.

Temporary exhibits are contingent on meeting strict environmental standards and require significant investment to prepare exhibit facilities. Preparations for the *Eternal Egypt* exhibit were extensive, and were underway for almost two years. To deal with the realities of displaying seven semi-trailers full of extremely heavy artifacts, the Royal BC Museum contracted an engineering firm to determine that the walls and floors of the exhibits building could handle the load, and then installed specially designed floating beams to withstand the weight. Building infrastructure required seismic upgrading. Exhibit artisans transformed 1000 square metres (10,000 square feet) of exhibit space into steeply walled galleries that evoked the architecture and colours of ancient Egypt. Hundreds of docents, volunteers and staff worked to infuse *Eternal Egypt* with the realism and depth of visitor experience that are the hallmarks of the Royal BC



The new 3-D map shows the entire province in stunning detail.



Head of Amenhotep III
From Thebes, funerary temple of
Amenhotep III, New Kingdom,
Eighteenth Dynasty, reign of Amenhotep
III (ca. 1390-1352 B.C.) EA 7, acquired
in 1835 at the sale of the Salt Collection
© Trustees of The British Museum,
courtesy of AFA

Museum, including the recreation of an ancient Egyptian marketplace to offer visitors insight into everyday life in ancient Egypt. The rich variety of programs and activities that accompanied the run of the exhibit included summer camps, workshops, special weekends and evening events.

Family events allowed children to learn how to make papyrus, write in hieroglyphics, and concoct ancient cosmetics and paint recipes. Adults enjoyed a series of lectures and presentations, including appearances by noted Egyptologists such as Dr. Bob Brier. The National Geographic IMAX theatre presented the popular film "Mysteries of Egypt". The public responded in the thousands, with 320,000 visiting in 114 days, the highest average daily attendance in the history of the Royal BC Museum.

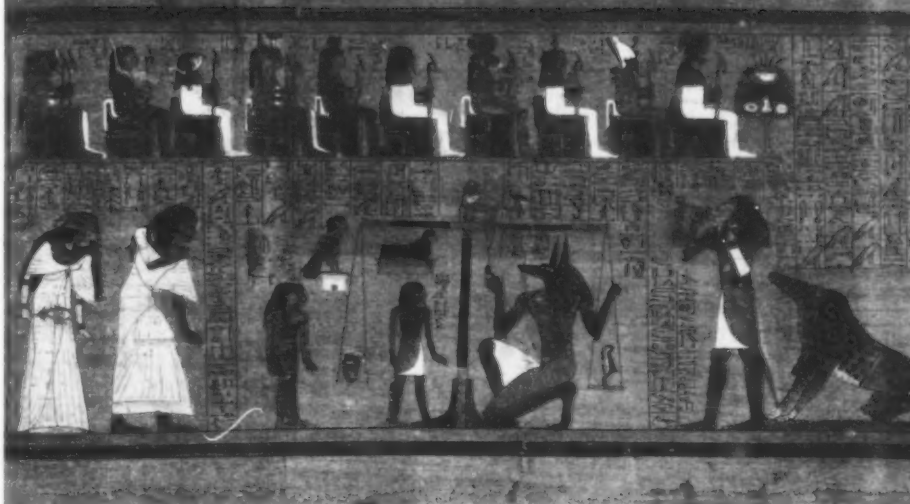
TIBET: MOUNTAINS AND VALLEYS, CASTLES AND TENTS

No sooner had the last box been packed up and shipped out for *Eternal Egypt* than preparations for the next temporary exhibition had begun. *Tibet: Mountains and Valleys, Castles and Tents* made its Canadian premiere at the Royal BC Museum on March 4, 2005 and will run to October 10, 2005.



Our visiting exhibit, *Tibet*, featured many beautiful and fascinating objects, including this wood-burl tea pot from the 1940s. Courtesy the Newark Museum (48.9A,B)

Drawn from the Tibetan collection of the Newark Museum, a collection that is considered to be the finest in the western hemisphere, this travelling exhibit explores the ancient culture of Tibet and examines how the harsh environment has influenced art and



Book of the Dead, Papyrus of Ani: Ani's Judgment
From Thebes New Kingdom, Nineteenth Dynasty (ca. 1295-1186 BC)
Papyrus, Painted 42 x 66.3 cm (16 5/8 x 26 1/8 inches) EA 10470/3, acquired in 1888, purchased via Sir E. A. W. Budge
© Trustees of The British Museum, courtesy AFA

daily life. Like *Eternal Egypt*, *Tibet* is accompanied by a series of enriching visitor experiences. A Saturday evening speaker series began with a sold-out appearance of Dr. Robert Thurman, a world-renowned expert on Tibetan Buddhism. A film and photography series, family and adult workshops, and a Tibetan festival supplement the exhibit.

FOSTERING DISCOVERY AND IMPARTING KNOWLEDGE

The innovative and interesting programs developed by the Royal BC Museum ensure visitors continue to view the Royal BC Museum as a place of discovery and education, and encourage new and repeat visitation. In concert with the *Eternal Egypt* temporary exhibit, extensive Egypt-themed programs were added to a busy programming calendar.

April 24, 2004

Astronomy Day

Family-oriented activities included displays, lectures, demonstrations and multimedia presentations. Major partner: Royal Astronomical Society of Canada.

May 7, 2004

6th Annual Vancouver Island Regional Heritage Fair

Provided students in grades 4 through 9 with the opportunity to exhibit original Canadian history projects. Several of these projects were selected to travel to the National Historical Heritage Fair.

July and August 2004

Junior Egyptologists Summer Camps

Child-oriented activities included learning how to write in hieroglyphics, make papyrus and reed pens, mix ancient cosmetics, and prepare mummies.

July 24-25, 2004

Pyramid Weekend

A family weekend spent discovering ancient astronomy and the connection between the pyramids and the night sky. Major partners: Centre of the Universe and the Royal Astronomical Society of Canada.

July 31-August 2, 2004

Walking with our Ancestors

An annual festival with aboriginal artists, storytellers, dancers, musicians and fashion designers. Activities took place throughout the

Royal BC Museum, including Mungo Martin House, Thunderbird Park, within the exhibit building and throughout the surrounding plaza. Major partner: Victoria Native Friendship Centre.

**August 7-8, 2004
Mummy Weekend**

A family-oriented presentation by Dr. Bob Brier, Egyptologist and mummy expert, on mummification and the murder of Tutankhamun; and Vancouver writer and journalist, Heather Pringle. Activities included mummy-making and the creation of ancient amulets. Special presentations in the IMAX Theatre on "Secrets of Mummification" and "Who Murdered Tutankhamun?"

**September-October 2004
Ancient Egypt Saturday Morning
Family Workshops**

Participants learned about ancient writing techniques and artistic activities including carving, Egyptian beauty secrets and mummification.



Museum docents in period costumes bring Helmcken House to life.

**September 19 and October 10, 2004
Ancient Egyptian Series for Adults**
Adult-oriented workshops included creating ancient Egyptian essences, aromatic oils and cosmetics.

**September 24, 2004
Gods and Goddesses of Ancient Egypt**
An expert roundtable discussion on the gods and goddesses of ancient Egypt. Dr. Leonard and Barbara Lesko also shared their in-depth knowledge of the iconological significance of many of the artworks in the *Eternal Egypt* exhibit.



*Junior docents studying to be Egyptian scribes for the *Eternal Egypt* exhibit.*

**September 25, 2004
Tutankhamun's Wine Cellar**
An evening event featuring Dr. Leonard Lesko from the Department of Egyptology at Brown University and a visit to *Eternal Egypt*. Followed by ancient Egyptian wine and cuisine inspired by the 26 jars of wine found in King Tutankhamun's tomb.

**October 16-17, 2004
Egyptomania! Weekend**
A weekend of Egyptian fashion, dance, cuisine, architecture and art.

**November 6-11, 2004
Remembering the Past,
Hoping for the Future**
An event to commemorate Canada's participation in past wars and recognize peacekeeping work around the world. Local organizations, community groups, veterans, cadets,



Participants in the Heritage Fair show their display.

military personnel, students and individuals provided true-life stories, demonstrations and models.

**December 18-31, 2004
An Old-Fashioned Christmas
at Helmcken House**

A celebration of traditional Victorian Christmas festivities.

NOON HOUR TALKS

The first Wednesday of every month, the Royal BC Museum hosts a free lecture by various staff and guest speakers on topics of broad interest.

FRIENDS OF BC ARCHIVES LECTURE SERIES

In February 2005, Professor Robert Galois of the University of British Columbia's Department of Geography delivered a lecture on the voyages of Captain James Colnett, an early fur trader. In March 2005, Professor Geoff Smith of UBC's Department of Psychiatry discussed the value of archival clinical records to research and modern medicine.

LEARNING MORE AT THE ROYAL BC MUSEUM

Specifically developed to support the BC school curriculum, school programs are a perennial favourite. Offered during the school year and aimed at children in kindergarten through grade 7, school programming is delivered by volunteer docents.



Getting acquainted with a Grey Wolf in the "Wild World of Wolves" school program.

Programs included *Fins, Feathers and Fur*, *Wild World of Wolves*, *Pioneer Life*, *A Day's Journey*, *Our Changing Climate*, *Wealth from the Ground*, *Marsh Monsters* and *Swamp Things*,



Learning about pioneer life with a gallery docent at the homesteading exhibit.

and *An Old-Fashioned Christmas at Helmcken House*. Over 4,600 students participated in fully subscribed programs over the past year. In addition, 17,288 BC school students visited the permanent exhibits at no charge, compliments of the Royal BC Museum.

ADDING RICHNESS TO THE GALLERY EXPERIENCE

In its continuing quest to improve the visiting experience for all guests, the Royal BC Museum provides hands-on and in-depth information through its gallery animation, gallery tours, and docent programs.

Throughout the galleries, enthusiastic volunteers greet visitors with animation carts filled with objects that can be handled and discovered. Themes that can be explored by visitors include the natural world of animals – mammoths, dinosaurs, bears, creatures in the tide-pool, and bird flight – and life as it was lived by the pioneers and First Nations Peoples. Volunteer tour guides conduct learning journeys through the galleries for pre-booked groups and visiting dignitaries as well as new volunteer orientation sessions.

During the summer season, free one-hour tours were offered to visitors who wanted a guided look at the human and natural history of British Columbia. The program continues to recruit and train new volunteers eager to share BC's story with the world. Younger members of the community are involved in the Junior Docent program for youth aged 11 to 14. This program encourages volunteerism among youth, and provides participants with unique learning opportunities. Interacting with young volunteers is also a hit with visitors.

During *Eternal Egypt*, over 30 junior docents joined the program. The junior docents provided hands-on activities and one-on-one interpretations for the visitors in an ancient Egyptian marketplace. A number of these enthusiastic youth also volunteered for the Helmcken House Christmas program; the 2005 temporary exhibit *Tibet: Mountains and Valleys, Castles and Tents*; and the new *Living Land, Living Sea* gallery animation program, where they educate and entertain visitors.

BEYOND VICTORIA – CONNECTING BRITISH COLUMBIANS WITH THEIR COLLECTIONS

The Royal BC Museum collections include the BC Archives, which functions as the archives of government as well as the collector of private documents of provincial significance. The collections include the documented history of British Columbia: audio recordings, books, video recordings, photographs, drawings, paintings and government documents. The collection includes such treasures as a cartographic series that spans the time period from the 16th century to present day. One of the documents, an atlas published in 1584, has a map of the Americas that shows British Columbia as "unexplored and unknown".

The Royal BC Museum is responsible not only for the historical materials held within the Archives but also for its broad accessibility made possible by today's advanced technology; the public may access the extensive collections, research, and archival information holdings of the Corporation through on-site research services or via an integrated website. Public interest and demand for archival services is growing among researchers. In response to public demand, the organization has improved physical and electronic access and identified world class research tools and supports a critical part of its long-term Master Plan.



The BC Archives building nestled among the lower Native Plant Gardens.



The BC Archives Reading Room provides public access to historical records.

VIRTUAL BRITISH COLUMBIA

Royal BC Museum Website

www.royalbcmuseum.bc.ca

The central website provides general and program information, and access to in-depth information regarding the collections. Many of the objects held within the collection can be searched via the "Museum Collection" Database, which provides object images, articles, audio-visual materials and other items online. Research and student resources are also available.

BC ARCHIVES ONLINE

Finding aids for the entire BC Archives collection are available online, either directly, or through an inquiry form that allows users across the province to request documents not yet available electronically. The online BC Archives collection is completely searchable and consists of moving images, visual records including photographs and artworks, genealogical records, textual material, a cartographic collection, and a research library with over 30,000 publications. A special area for children, *The Amazing Time Machine*, supports the province's social studies curriculum for students in kindergarten through grade 12.

JOURNEYS AND TRANSFORMATIONS: THE VIRTUAL MUSEUM OF CANADA

The Virtual Museum of Canada (VMC) is a national program launched in August 2004. It provides an Internet gateway to the stories and collections entrusted to Canadian museums. More than 1,000 museums across the country – as well as governmental agencies, educational institutions and the private sector – are contributing images and information from their collections. The VMC is an ambitious project that contains virtual exhibits, a teachers' centre, an image gallery, and educational games to help viewers learn more about the natural and human history of Canada.

The Royal BC Museum is a participant in the VMC. In terms of dollar value, the Royal BC Museum's contribution to the Virtual Museum is the largest in the country.

Journeys and Transformations: British Columbia Landscapes showcases the cultures and natural environments of British Columbia and is the first web resource to provide a thorough examination of the province's history. The project's objective was to use technology to show how geological events, plants, animals and people have transformed the province's landscapes and environments.



VIRTUAL MUSEUM CANADA

The site enhances access to the Royal BC Museum collection and supports the province's students in First Nations Studies, Geography, and History. Supplementary lesson plans based on the site's content allow teachers to easily integrate the knowledge found on the site into their classrooms. Students are also encouraged to submit their own thoughts about journeys and transformations in British Columbia.

Journeys and Transformations was funded in part by the Department of Canadian Heritage and was designed and produced in collaboration with Simon Fraser University's 7th Floor Media.



The village of Fort Ware on the Finlay River in north-central BC. Photo: Wayne Sawchuk.

LIVING LANDSCAPES: REGIONAL BC PERSPECTIVES ON THE INTERNET

The goal of the Royal BC Museum Living Landscapes program site is to encourage the exploration and appreciation of the human and natural history of British Columbia from regional perspectives and to provide the results of these explorations online. The program follows a multi-year focus on a particular region of BC and integrates locally generated stories and research with the Royal BC Museum's research and knowledge in the collections. Regional areas of focus have included the south-central (Upper Fraser Basin and Thompson-Okanagan) and the southeast (the Columbia Basin).

The current focus is on the Peace River–Northern Rockies area in the northeast. This region encompasses a vast area extending from the Yukon and Alberta borders to the eastern slopes of the Rocky Mountains in the south, and Cassiar Mountains in the north. The Royal BC Museum is working in cooperation with local research partners and a regional advisory panel through December 2005.

Current projects were developed through a regional workshop. Among those being conducted are:

Human History Projects

- Archaeological Reconstruction of the Peace River–Northern Rockies.
- Images From a Storied Land: The Dane-zaa Living Landscape of Northeastern BC.
- Life on the Trail.

- McLeod Lake Indian Band - Historical Culture and Heritage.
- Moberly Lake Heritage Trails Research.
- North to Alaska: A Personal Perspective of Building the Alaska Highway.
- The Changing Face of The Peace.
- The Heart of the Community.

Natural History Projects

- A Photographic Journey Exploring Northern Boreal Muskeg.
- Central and Northern British Columbia Botany.



Bog Cranberries (Oxycoccus oxycoccus) were traditionally harvested by First Peoples and eaten raw or boiled with meat, and often used today for making jams and jellies. Photo: A. Claudia Howers.

- Central and Northern British Columbia Paleoeology.
- Dragonflies of the Peace River-Northern Rockies.
- Grasses of Northern BC.
- Muskwa-Kechika Pictorial History.
- Peace Valley Bird Habitats.
- Phytogeography of BC Mountains.
- Small Mammals of the Muskwa-Kechika Management Area.
- Survey of the Land Molluscs of the Peace River-Northern Rockies.
- Terrestrial Gastropods of the Peace River-Northern Rockies.
- Tumbler Ridge Dinosaur Research.

BUILDING AN ENGAGED WORKFORCE

The Royal BC Museum is dedicated to developing a skilled, flexible and committed workforce. The organization's 128 full- and part-time staff is supplemented with 621 volunteers who contributed more than 42,000 hours during the past year. Up to six interns also complete their educational requirements at the Royal BC Museum. Four other organizations with a staff total of more than 70 operate on the site. These include the Friends of the Royal BC Museum; the National Geographic IMAX Theatre; the Corps of Commissionaires (which provides security); and the Royal BC Museum Café. Numerous contractors, primarily in the trades, are on site at any given time, and the Corporation is in active partnership with the property owner BC Buildings Corporation and property manager, Brookfield Lepage Johnson Controls-WSI, which assigns people to the site depending on the expertise required.

The Corporation provides employee development and training, and demonstrates support of education in a variety of ways, including guiding



Collection Manager Kelly Sendall holds up the museum's first Humboldt Squid specimen.

graduate students and interns in professional study, and providing staff opportunities for training and development. This includes financial support for master's level degree

programs for two employees per year. Training opportunities offered included collection risk management, a financial management certificate program, prevention of violence in the workplace and customer service and sales. A commitment has also been made to fund, recruit and train a Trades Apprentice (Joinery) for the next four years. Partnerships with provincial and federal government programs such as the Industry and Apprenticeship Board and Young Canada Works help to fund some of these activities.

The Royal BC Museum is challenged by an aging workforce - over 52% of employees are eligible to retire within the next 5 years. As of year-end, a strategic staffing analysis was completed as part of a broader succession plan. The strategy identifies specific actions necessary to resolve projected staffing and competency needs.

VOLUNTEERS: BENEFITING FROM THE GENEROSITY OF OTHERS

Volunteers are critical to the effective functioning of the Royal BC Museum. There are as many reasons to volunteer as there are volunteers. However, a recent survey of volunteers revealed two recurring themes: the opportunity to learn, and the opportunity to give back to the community. The volunteer community at the Royal BC Museum is also aging, requiring the active recruitment of new volunteers. 169 new volunteers have joined this year, with 89 continuing to volunteer after *Eternal Egypt*. A highly successful junior docent program saw 40 youths aged 11 through 14 volunteer during the past year.

"My 16 months spent studying museum exhibits and having many interactive, informative discussions with museum visitors are indelibly stamped in my memory with bright eyes and smiles".

— John Bolton,
former gallery animator



Junior docents Nicole Basich and Kiana Brasset entertained visitors in Helmcken House last Christmas.



St Ann's Schoolhouse stands in a park-like setting on the east side of the Exhibits Building.

CARING FOR THE FACILITIES AND PROVIDING VISITOR SERVICES

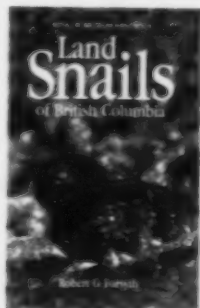
Visitor services and facility management are important measures of public accountability. The buildings occupied by the Royal BC Museum are owned by BC Buildings Corporation (BCBC). Nonetheless, during the past year, the Royal BC Museum made significant direct investment in building maintenance, including over \$760,000 paid toward asbestos abatement, tenant improvements and a detailed study of the state of the building infrastructure.

Tenant improvements included work in the Newcombe Lobby space, which has been transformed into the Archival Records Review space. On the second floor, the temporary gallery was prepared for the opening of *Eternal Egypt*, while the permanent exhibit, *Open Ocean*, was removed and the space revitalized in preparation for the re-opening of the Natural History Gallery. In the Fannin Tower, the

second floor space was prepared to support staff, consolidating business functions from six different areas of the facility. In conjunction with these facility renovations, a detailed code equivalency binder was received from BCBC in partnership with the City of Victoria, which outlines responsibilities for bringing the buildings up to code as tenant improvements are made. A building infrastructure study identified future building maintenance and service needs. The Royal BC Museum is working in partnership with BCBC to set priorities and expenditures for asset upkeep. In addition, contracts for two new vendors have been negotiated and, based on recommendations contained within the Retail and Food Services Plan, new food service providers were selected through requests for proposal in February and will be operational in early summer 2005.

PAINTING AN EXCITING PICTURE

Telling the story of the Royal BC Museum to the larger world and projecting its public image is critical to achieving the goals of the Corporation. The Royal BC Museum utilizes a full complement of marketing activities including media relations, advertising, sponsorship and promotions, public relations, corporate communications, outside sales and publications. The objective of these activities is to increase attendance and make prospective attendees aware of the Corporation's programs and facilities.



Land Snails: A new museum handbook written by research associate Robert Forsyth was published in September 2004.

Rodents: This new handbook, published in March 2005, is the fourth in a series of six books covering all the groups of mammals in B.C.



Press events, ad campaigns, media familiarization (FAM) tours, website design, tourist guides, book and in-house publications, and premiere openings all perform an important role in raising awareness and enhancing the reputation of the Royal BC Museum. The Royal BC Museum also works closely with public and private marketing partners and sponsors, without which it could not achieve its marketing goals.

The past year's marketing activities centred on the promotion of the major touring exhibition, *Eternal Egypt: Masterworks of Ancient Art from*

the British Museum. From July through October, *Eternal Egypt* seemed to be everywhere. Entire double-decker buses in Victoria were transformed into rolling advertisements for the event. Promotional campaigns ran in the Victoria and Vancouver papers and on television. The exhibit enjoyed strong media relations appeal with eight FAM tours and keen local interest. The media community developed a series of community reports and contributed innumerable public service announcements; nearly 100 media interviews and stories were completed by the second quarter alone. In partnership with Tourism Victoria, an additional 20 tourism/travel-writer FAM tours were conducted, further attracting visitors to BC and the Capital region. The total value of advertising sponsorship support for the *Eternal Egypt* exhibit was \$1.1 million, and media press coverage was valued in excess of \$1.4 million.

Royal BC Museum exit studies confirmed the role that *Eternal Egypt* and the Royal BC Museum played in attracting visitors to the southern Vancouver Island region in 2004. Over 90,000 visitors, spending over \$15 million, indicated that the exhibit at the Royal BC Museum was their only or main reason for visiting Victoria in 2004. In recognition of the significant role it played in promoting tourism in British Columbia, the Royal BC Museum was honoured with the BC Tourism "Marketing Campaign of the Year" award for 2004. Based on Broadcast Bureau of Measurement Canada studies, the Royal BC Museum is the most visited attraction in the Greater Victoria area by locals. It is the second most visited tourist attraction in the province, after the Butchart Gardens.

CAREFUL MANAGEMENT & ACCOUNTABILITY

The Royal BC Museum has placed considerable emphasis on developing business processes and discipline during its second year as a Crown Corporation. These include strategic budget development and management, information technology management, policy development, business planning, risk management and financial analysis. These activities are aimed at improving the financial and information management capacity of the organization, and supporting its financial sustainability. During the past year several programs contributed to significant improvements in efficiencies and protection of the collection.

IMPROVING EFFICIENCIES

An activity-based management project was conducted in Access and Information Management, Visitor and Human Resource Services, and Finance to examine and determine the actual cost of delivering services and to identify ways to reduce the costs of delivery. The project also provided the base knowledge necessary for cost-recovery activities so that the fees charged accurately reflect service costs.

Major improvements in efficiencies were achieved in Information Technology (IT) areas. Accounting software was changed, resulting in enhanced reporting systems and an improved ability to make business decisions and improvements in technical support. Server integration is underway and will provide the foundation for the future updating of desktop systems. The Royal BC Museum provides contract finance

and IT services on a cost-recovery basis to the Friends of the Royal BC Museum and the Royal BC Museum Foundation. Since the Royal BC Museum benefits directly from these organizations, activities are underway to ensure these organizations are also improving their efficiency.

PROTECTING CORPORATE ASSETS

The Royal BC Museum's collection consists of seven million artifacts, specimens and documents. The core mandate of the Royal BC Museum is to ensure that the collection is safe, secure, documented and preserved. To fulfil this mandate, the Royal BC Museum is among the first of Canadian museums to complete a comprehensive risk assessment of the collection. In concert with the Canadian Museum of Nature and the University of Victoria, a comprehensive review of the collection was conducted in 24 risk categories across 43 collection units. This review provided an organization-wide perspective of the risks to the collection. Recommendations from this assessment will drive curatorial priorities for the next five years and will ensure that resources are available for collections preservation.

As a Crown Corporation, the Royal BC Museum is no longer self-insured. A comprehensive review of insurance requirements, including insurance of the collection, volunteer and liability insurance has been completed.

CORPORATE GOVERNANCE

GOVERNING PRINCIPLES OF THE BOARD OF DIRECTORS

A Board of Directors governs the Royal BC Museum Corporation, guided by legislation, regulation and public policy. The Board is accountable to the minister responsible for the Royal BC Museum to ensure the application of the *Museum Act*, so that the Royal BC Museum conducts its affairs in a manner that complies with the legislation and accepted standards of conduct, operates within approved financial standards, and fulfils its purpose and mandate.

The Board of Directors consists of not more than 11 directors, all appointed by the Lieutenant Governor in Council. As a policy board, it concentrates on providing leadership and direction to the Royal BC Museum through clearly articulated policies and corporate goals. In delegating authority to the Chief Executive Officer, the Board monitors the performance of the CEO, and holds her accountable for results and progress. Having established the policy framework, the Board allows the CEO to administer corporate operations and does not involve itself in management decision-making or the day-to-day operations of the Royal BC Museum.

BOARD OF DIRECTORS

John Walton (Chair), Ralph Bodine, Donald Hayes, David McMillan, Allison McNeill, David Mulroney, Anna Nyarady, Barbara Rae, Neil Sterritt, David Stowe, Cynthia Woodward

Chief Executive Officer: Pauline Rafferty



Board of Directors

FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee ensures that the Corporation's financial and accounting policies conform to the provisions of the *Museum Act* and all other applicable legislation, and that the Corporation's financial reporting systems meet the needs of the Board and the Royal BC Museum itself. Members of the Committee include David McMillan, (Chair), Ralph Bodine, Donald Hayes, and ex-officio members John Walton and Pauline Rafferty.

NOMINATING COMMITTEE

The Nominating Committee, responsible to the Board of Directors, meets as required but at least once a year. Its functions are to establish the criteria of skills required for membership on the Board, prescreen and recommend Board candidates, recommend persons for the positions of Chair and Vice Chair, and recommend persons to sit as members of Board committees. Members of the Committee include Barbara Rae (Chair), Neil Sterritt, David Stowe, Cynthia Woodward and ex-officio members John Walton and Pauline Rafferty.

GENEROSITY ABOUNDS: SPONSORS AND DONORS

The Royal BC Museum is grateful to its many supporters and donors through the past year.

GREATER THAN \$100,000

The Province of British Columbia
BC Hydro
Canadian National Railway Company
Friends of the Royal BC Museum
Government of Canada - Canadian Heritage
Government of Canada - Environment - Climate Change Action Fund
Government of Canada - Western Economic Diversification

\$20,000 TO \$49,999

Schlinger Foundation
University of Victoria
The Vancouver Foundation
BC Buildings Corporation

\$10,000 TO \$19,999

RBC Foundation

\$2,500 TO \$9,999

Rotary Club of Victoria
Yukon Government

\$1,500 TO \$2,499

Budget Rent-A-Car of Victoria
Diocese of New Westminster

\$700 TO \$999

Canadian Museums Association

IN-KIND DONATIONS

Government of Canada
Environment - Ecoaction
Community Funding Program
Graeme Balcom
Cassidy Drive-In Theatre
Earl Cousins
Kathryn Currie
Richard Gough
M.P. Hambly
Robert Harvey, Q.C.
H. Hill-Tout
George Hunter
Susan Hart

Ken Jubenvill
Theresa Kowall
Dr. Chuen-Yan David Lai
Susan MacGregor
Ron MacIsaac
Rosemary Magus
Allan Mather
Barrie McClung
Adelaide Morgan
Phyllis Mundy
Michael Olson
Leslie Spearing
Philip Steel
Charlene Thompson
John Veillette
Gerald Yung

MARKETING SPONSORS

Canadian National Railway Company

IN-KIND SPONSORS

CanWest Global Communications Corporation
Global Television
CH Television
Vancouver Sun
Victoria Times Colonist
Pacific Coach Lines
BC Transit
CBC Radio 90.5 FM
Gray Line of Victoria
The Fairmont Empress
Victoria Clipper
Budget Rent-A-Car of Victoria
Helijet
Colormart

MARKETING PARTNERS

Tourism British Columbia
Tourism Victoria

SUPPORTERS AND CONTRIBUTORS

Centre of the Universe, Dominion Astrophysical Observatory
Delta Victoria Ocean Pointe Resort and Spa
Executive House Hotel
Gardenworks
Harry Wong, Potter
Herald Street Caffe
Hotel Grand Pacific

Laurel Point Inn
Raging Creations
Slegg's Construction Materials Ltd.
Spinnakers Brewpub & GuestHouse
The Gatsby Mansion Inn & Restaurant

FRIENDS OF THE ROYAL BC MUSEUM

The Friends of the Royal BC Museum is a non-profit organization that provides support to the Royal BC Museum through memberships, fundraising and operation of the Royal Museum Shop. The Royal BC Museum acknowledges the support received from individuals and organizations via the Friends.

THE GOVERNOR'S CIRCLE

Joe Barber-Starkey
Bill & Gayle Barkley
Robert & Birgit Bateman
Frank & Ruth Beering
Brendan Bendis
Joyce Golding Clearihue
Dorothy Coombes
Irene Crofts
Marna Disbrow
Bob Drury & Debra Lange
Derek & Katharine Ellis
Terry & Leslie Farmer
Paul & Virginia Gareau
Constance Gibson
Jim Griffith & Jean Ives
Richard Harrison
Joe & Linda Harvey
Daniel & Lana Hudon
Walter Hughes & Marion Sawyer
Rob & Shirley Hunter
Jerry & Christine Jacob
Bill & Audrey Johnson
Akiko Kamitakahara
Elizabeth Kennedy
Jack & Lily Lee
Ron & May Lou-Poy
Wallace Macgregor
David & Susan McMillan

Gary Mitchell
 Alex & Ruth Moffoot
 Hugh & Helen Mogensen
 Frank & Arden Moretti
 David & Maria Mulroney
 Dale & Judy Murray
 Peter & Ann Marie Newroth
 Tom Osaki
 Clive & Ann Piercy
 Bob Plecas & Pauline Rafferty
 Alice Poole
 Ian & Marilyn Powel
 Paul & Sherry Ridout
 The Honourable & Mrs. R.G. Rogers
 John & Louise Runkle
 Judith Scott
 Leland & M. Sommerfield
 Tony & Darlene Southwell
 David & Mary-Anne Stowe
 Henry & Marian Thiel
 Alan & Anne Thompson
 Trudy Usher
 Joseph & Barbara Vucko
 John & Joan Walton
 Rene & Allison Weir
 Ann White
 Ian & Joan Williams
 John & Susan Williams
 Reginald Would
 Tony Yue & Joyce Chung

CORPORATE MEMBERSHIP

CURATOR
 Murchie's
 Pacific Coach Lines

EXPLORER
 BC Buildings Corporation
 Hotel Grand Pacific
 The Butchart Gardens Ltd.

COLLECTOR
 The Bay Centre
 Budget Rent-A-Car of Victoria Ltd.
 Sage Group Management
 Consultants

NATURALIST
 Stantec Consulting Ltd.

ADVENTURER
 Archipelago Marine Research
 Baden-Baden Boutique Ltd.
 Bing Thom Architects Inc.
 Black Ball Transport
 Brown Bros. Agencies Limited
 Certified Folder Display Service
 Canada Inc.

Coast Harbourside Hotel & Marina
 Grant Thornton LLP
 Helm's Inn
 Magnolia Hotel & Spa
 Laurel Point Inn
 Munro's Books
 Munro's Driving Instruction
 Queen Victoria Hotel & Suites
 RBC Financial Group
 Rogers' Chocolates
 Royal Scot Suite Hotel
 Russ Hay's The Bicycle Shop
 Shamrock Suites on the Park
 Victoria Bug Zoo
 Westcan Terminals

ARTIFACT & ARTIFICECTION GALA

Sponsored by: CIBC
Major Support Provided by:
 Winning Edge Sales

Food and Beverage Sponsors:
 Blue Crab Catering
 Spinnakers Gastro Brew Pub
 Spinnakers Wine Merchants

TRAVEL SPONSORS
 Air Transat
 Coast Victoria Harbourside Hotel
 & Marina
 Dr. & Mrs. Swan
 Harbour Air Seaplanes
 Rob & Shirley Hunter
 Uniglobe Pacific Travel Ltd.
 Uniworld

ARTIFACT SPONSORS
 Budget Rent-A-Car of Victoria Ltd.
 Nushin Boutique Ltd.
 Victoria BMW

IN-KIND SPONSORS
 Brown's The Florist Ltd.
 CH TV
 Flowers First Design Ltd.
 Flynn Printing
 Garside Displays
 Mosaic Piano Jazz Trio/St. Michael's
 University School
 Victoria Times Colonist

DONATIONS

\$2,500 TO \$9,999
 The Estate of Muriel Hunt
 The Rix Family Foundation
 John & Joan Walton

\$1,500 TO \$2,499
 Elizabeth Kennedy
 Alice Poole

\$1,000 TO \$1,499
 Akiko Kamitakahara
 Ron & May Lou-Poy
 Rene & Allison Weir

\$700 TO \$999
 D.S.I.S. Database Storage and
 Information Systems Ltd.
 Derek & Katharine Ellis
 Wallace Macgregor
 Paul & Sherry Ridout

\$500 TO \$699
 Bill & Gayle Barkley
 Joyce Golding Clearihue
 Dorothy Coombes
 Irene Crofts
 Terry & Leslie Farmer
 Paul & Virginia Gareau
 Jim Griffith & Jean Ives
 Joe & Linda Harvey
 Walter Hughes & Marion Sawyer
 Ian & Margaret Mair
 Gary Mitchell
 Alex & Ruth Moffoot
 Frank & Arden Moretti
 David & Maria Mulroney
 Dale & Judy Murray
 Peter & Ann Marie Newroth
 Judith Scott
 Leland & M. Sommerfield
 Tony & Darlene Southwell
 Alan & Anne Thompson
 Trudy Usher
 Ann White
 Tony Yue & Joyce Chung

\$400 TO \$499
 T. C. Brayshaw
 Bob Drury & Debra Lange
 David & Susan McMillan
 Clive & Ann Piercy
 John & Fern Spring
 David & Mary-Anne Stowe
 Joseph & Barbara Vucko

FINANCIAL ANALYSIS FOR 2004-5

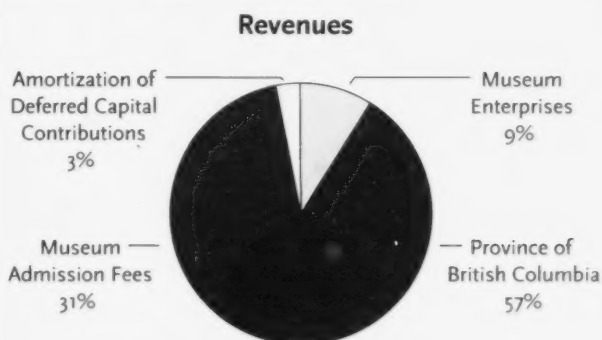
Corporate activities during the past year emphasized programs designed to improve efficiencies and enhance the organizational ability to protect the collections. A comprehensive collections risk assessment project was completed with the support of the Canadian Museum of Nature. Looking forward within a 100-year context, the assessment identified scenarios for deterioration and the probability of risks to the archival, human history and natural history collections. Based upon the assessment, the Corporation will develop and implement mitigating strategies to ensure the long-term protection of the collections.

Activity-based management workshops were completed in three business areas. Services and activities were evaluated and quantified to determine the costs to deliver these services based on current processes and practices. This information will provide benchmarks to identify process improvements to reduce costs and ensure appropriate costs are applied to fee-based services.

REVENUES

In 2004-5, the Province of British Columbia (the Province) contributed 57% of the Corporation's revenues. The Province has made a financial commitment to provide \$12.105 million to the Royal BC Museum each year until the 2009-10 fiscal year.

A primary objective of the Royal BC Museum is to increase earned revenue. This fiscal year, the Royal BC Museum earned 43% of revenue from sources other than the Province. These sources include admissions revenue and other museum enterprise revenue.



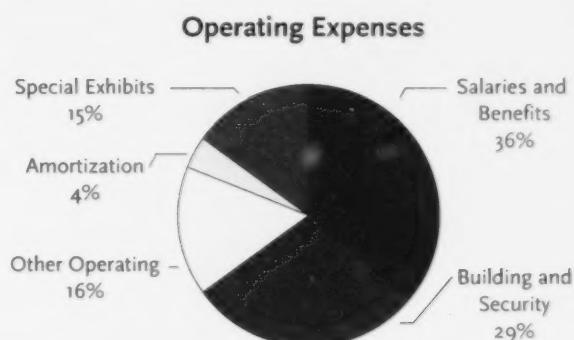
As a direct result of hosting the *Eternal Egypt: Masterworks of Ancient Art from the British Museum* travelling exhibit in 2004-5 admission revenue increased from \$4.1 million in 2003-4 to \$7.017 million in 2004-5. Future admission revenue will fluctuate dependent on the pricing and appeal of temporary exhibits. Other revenue consists of royalties earned from Destination Cinema Canada, grants, sponsorships, and fees for activities at the Royal BC Museum.

The Friends of the Royal British Columbia Museum solicits membership and coordinates other support activities on behalf of the Royal BC Museum. In 2004-5, the Friends donated \$657,500. The Royal British Columbia Museum Foundation holds long-term investments and endowments for the Royal BC Museum Corporation.

OPERATING EXPENSES

Operating expenditures were higher in 2004-5 as a direct result of the *Eternal Egypt* temporary exhibit. These incremental costs covered salaries for exhibit line management and support staff, security for the exhibit, marketing, materials, supplies and the exhibit lease fee.

As a Crown Corporation, the Royal BC Museum is no longer self-insured through the Province. Insurance costs are \$200,000 annually.



As the Royal BC Museum revitalizes exhibits and programming to attract new and repeat visitors, additional capital is being directed toward expanding the exhibit spaces. Capital projects completed this year included the *Living Land, Living Sea* Gallery which includes a topical exhibit on climate change and its effects in British Columbia, and a three-dimensional map of BC generated solely from satellite imagery.

Amortization costs included \$100,000 from external sources. Amortization costs increased as a result of these increased capital purchases.

FINANCIAL PLAN FORECAST TO 2007/08

	2003/04 (actual)	2004/05 (budget)	2004/05 (actual)	2005/06 (forecast)	2006/07 (forecast)	2007/08 (forecast)
Revenues						
Province of BC	\$13.174 m	\$12.105 m	\$12.656 m	\$12.105 m	\$12.105 m	\$12.105 m
Admissions	\$4.110 m	\$6.240 m	\$7.017 m	\$3.575 m	\$3.611 m	\$3.647 m
Museum enterprises	\$3.026 m	\$3.412 m	\$2.725 m	\$4.357 m	\$4.332 m	\$4.532 m
Total Revenues	\$20.310 m	\$21.757 m	\$22.398 m	\$20.037 m	\$20.048 m	\$20.284 m
Operating Expenses						
Salaries & Benefits	\$7.898 m	\$7.700 m	\$7.610 m	\$7.700 m	\$7.777 m	\$7.933 m
Building & Security	6.832 m	6.273 m	6.191 m	6.164 m	6.164 m	6.164 m
Other Operating	3.444 m	3.795 m	3.387 m	5.056 m	4.280 m	4.977 m
Special Exhibits	.758 m	3.000 m	3.181 m	.150 m	.800 m	.200 m
Amortization	.614 m	.903 m	.893 m	.903 m	.963 m	.938 m
Total Expenses	\$19.546 m	\$21.671 m	\$21.262 m	\$19.973 m	\$19.984 m	\$20.212 m
Operating Income	\$ 0.764 m	\$ 0.086 m	\$ 1.136 m	\$ 0.064 m	\$ 0.064 m	\$ 0.072 m
FTE's	128	130	130	120	120	120
Capital Expenditures	2.954 m	0.575 m	1.464 m	.400 m	.400 m	.400 m

Revenue targets for the 2005-6 fiscal year are aggressive and based on an increase to baseline attendance figures. Admission to exhibits and galleries is directly influenced by the strength of tourism in Victoria. Based on BC Tourism and Tourism Victoria data, the overall strength of tourism is expected to increase from several years of decline following September 11, 2001. Attendance expectations are tempered by the lack of a 'blockbuster' exhibit during the 2005 tourism season.

CAPITAL COSTS AND DEFERRED EXHIBITS

The Royal BC Museum Corporation realized net income of \$0.764 million in 2003-4 and \$1.136 million in 2004-5. This increase in equity provides the cash flow required for capital purchases and development of future special exhibits. In 2004-5 capital projects consisted of tenant improvements to the buildings and completion of the Living Land, Living Sea Gallery including the climate change exhibit and three-dimensional map of BC. Aging buildings and escalating exhibit and construction costs continue to be a financial challenge.

Exhibition costs related to *Tibet: Mountains and Valleys*, *Castles and Tents* were deferred until 2005-6 to match the period the exhibit is open from March 4 to October 10, 2005.

OTHER

The Royal BC Museum contributes to the private sector economy as British Columbia's second most visited tourist attraction. In 2004-5 there were more than one million visitors to this site.

CHALLENGES

The Royal BC Museum, similar to other cultural organizations across Canada, faces significant issues. These issues are outlined in detail in the Corporation's 2005-6 Service Plan, and include:

Risks to the Collections and Exhibits

- The collections are at risk of deterioration without perpetual care. As well, the collections continually grow over time and through acquisition, resulting in increased costs and space required to ensure preservation. As a result of the collection risk assessment, additional financial resources will be required to implement strategies to mitigate these risks.

- Changes in technology require investment to maintain a full range of old and new technologies to ensure access to and readability of collection holdings crated in older technology formats, particularly audio-visual and electronic materials, recordings and documents.
- The age and limitations of the buildings and infrastructure housing the collections and exhibits severely limit the ability to effectively renovate or adopt modern exhibit technologies, ticketing and admissions systems, environment controls or support systems without significant investment.

Risks to Access

- Artifacts, specimens, records and documents are public assets. To ensure efficient and economical avenues of access, investment in modern infrastructure and storage methods is required.
- The ability to provide province-wide access to the collections depends on significant investment in information and communication technology.
- A backlog of government records exists which requires cataloguing and preservation prior to their public accessibility. These records are at risk of deterioration and inaccessibility without corrective action and funding.

Risks to Earned Revenue

- Cultural institutions face increasing competition for consumer spending and attendance. The Royal BC Museum must adapt to changing demands and expectations of visitors and consumers to grow visitation. This requires continual investment in product and exhibit innovation, food and retail services, and ancillary services.
- Increasing property values raise land rent expense and payment of grants in lieu of municipal property taxes, directly reducing funds available to invest in revenue-generating products and services.

FINANCIAL STATEMENTS

(Audited)

March 31, 2005

MANAGEMENT'S REPORT

The financial statements of the Royal British Columbia Museum Corporation have been prepared by management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are management's responsibility. Financial information presented elsewhere in the Annual Report is consistent with that in the financial statements.

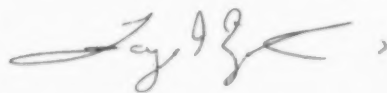
Management is also responsible for the safeguarding of financial and operating systems, which include effective controls to provide reasonable assurance that the Museum's assets are safeguarded and that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance and Audit Committee. The Finance and Audit Committee meets regularly with management and the external auditors have full and free access to the Committee. The Board of Directors, whose members are not involved in the day-to-day activities of the Museum, are responsible for the review and approval of the financial statements.

Hayes Stewart Little & Co. has audited the financial statements in accordance with Canadian generally accepted auditing standards.



Pauline Rafferty
Chief Executive Officer



Faye Zinck
Chief Financial Officer

May 3, 2005
Victoria, BC

AUDITOR'S REPORT

To the Board of Directors of the Royal British Columbia Museum Corporation

We have audited the balance sheet of the Royal British Columbia Museum Corporation as at March 31, 2005 and the statements of operations and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Museum's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Museum as at March 31, 2005 and the results of its operations and changes in its cash flows for the year of operations then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants

May 3, 2005
Victoria, BC

BALANCE SHEET

As at March 31, 2005

	2005	2004
ASSETS		
Current		
Cash and investments	\$ 2,191,061	\$ 2,498,990
Accounts receivable	597,518	647,865
Prepaid	58,789	57,372
Deferred exhibition costs	122,362	1,154,833
	<u>2,969,730</u>	<u>4,359,060</u>
Capital assets, net (Notes 2(c) & 6)	<u>3,411,270</u>	<u>2,839,716</u>
	<u>\$ 6,381,000</u>	<u>\$ 7,198,776</u>
LIABILITIES AND NET EQUITY		
Current		
Accounts payable and accrued liabilities	\$ 1,952,167	\$ 3,599,753
Leave liability	558,844	527,231
Deferred revenue (Note 7)	84,152	36,198
Deferred operating contributions	-	551,250
	<u>2,595,163</u>	<u>4,714,432</u>
Deferred capital contributions (Note 8)	<u>1,885,947</u>	<u>1,720,331</u>
Net equity (Note 9)	<u>1,899,890</u>	<u>764,013</u>
	<u>\$ 6,381,000</u>	<u>\$ 7,198,776</u>

Commitments (Note 14)

ON BEHALF OF THE BOARD

John Walton

Director

Deanne Millan

Director

STATEMENT OF OPERATIONS

For the Year Ended March 31, 2005

	2005	2004
REVENUES		
Province of British Columbia	\$ 12,656,250	\$ 13,173,500
Museum admission fees	7,017,219	4,110,685
Other income	1,969,003	2,343,652
Amortization of deferred capital contributions (Note 8)	599,767	499,323
Gifts in Kind - Donated collections and artifacts (Note 2(d))	155,922	183,287
	<u>22,398,161</u>	<u>20,310,447</u>
EXPENSES		
Salaries and benefits	7,609,867	7,898,488
Building occupancy charges	5,235,579	5,897,198
Special Exhibits (Note 10)	3,181,014	758,902
Security	956,817	934,338
Amortization	892,814	613,671
Professional service contracts	691,346	1,138,202
Systems and telecommunications	674,696	576,653
Archival records storage	400,072	401,449
Marketing and communications	360,892	128,340
Utilities, materials and supplies	511,572	448,464
Office	241,652	340,422
Insurance	199,571	83,499
Collections and artifacts - donated (Note 2(d))	155,922	183,287
Bank charges	62,191	61,964
Travel	88,279	81,557
	<u>21,262,284</u>	<u>19,546,434</u>
EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	<u>\$ 1,135,877</u>	<u>\$ 764,013</u>

STATEMENT OF CASH FLOWS

For the Year Ended March 31, 2005

	2005	2004
OPERATING ACTIVITIES		
Cash received from the Province of British Columbia	\$ 12,656,250	\$ 16,044,436
Cash received from admissions	6,983,309	4,110,685
Cash received from other income	1,996,514	1,524,908
Cash paid for salaries and benefits	(7,727,250)	(7,744,342)
Cash paid for building occupancy and security	(7,167,176)	(6,370,803)
Cash paid for materials and services	(6,789,015)	(2,622,196)
Cash provided (used) for operating activities	(47,368)	4,942,688
INVESTING ACTIVITIES		
Cash received for purchase of capital assets	870,084	33,481
Purchases for capital assets	(1,611,866)	(1,322,346)
Deferred exhibition costs	481,221	(1,154,833)
Cash used for investing activities	(260,561)	(2,443,698)
NET INCREASE (DECREASE) in Cash	(307,929)	2,498,990
Cash, beginning of year	2,498,990	-
Cash, end of year	\$ 2,191,061	\$ 2,498,990

NOTES TO FINANCIAL STATEMENTS

For the Year Ended March 31, 2005

1. GENERAL

The Royal British Columbia Museum Corporation (the "Museum") is a Crown Corporation of the Province of British Columbia without share capital, incorporated on April 1, 2003 under the *Museum Act*. The Museum is a tax-exempt body under Section 149(1)(d) of the *Income Tax Act*.

The purpose of the Museum is to fulfill the Government's fiduciary responsibilities for public trusteeship of the Provincial collections and exhibits, including specimens, artifacts, archival and other materials that illustrate the natural and human history of British Columbia. The Museum is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. The collection is preserved for future generations of British Columbians.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles applied within the framework of the significant accounting policies summarized below:

(a) Revenue recognition

The Museum follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted non-capital contributions are deferred and recognized as revenue in the period in which the related expenses are incurred. Capital assets contributed and externally restricted contributions for the purchase of capital assets are deferred and amortized over the life of the related capital asset. Unamortized deferred capital contributions relating to capital asset dispositions are recognized as revenue in the period of disposal, provided that all restrictions have been complied with.

Government grants are accounted for as unrestricted contributions or externally restricted contributions in accordance with the terms of funding.

(b) Deferred exhibition costs

Costs of exhibitions are deferred until the exhibitions are opened to the public and then are expensed over the period of the exhibitions to which they relate.

(c) Capital assets

Purchased capital assets are stated at acquisition cost. Capital assets transferred from the Province of BC are recorded at the exchange amount. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

• Permanent exhibits	10 years
• Operating equipment	5 years
• Computer equipment and software	3 years
• Vehicles	3 years
• Furniture and equipment	5 years
• Leasehold improvements	Minimum 5 years or lease term

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2005

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Collections

The value of collections (artifacts, specimens, and documents) has been excluded from the balance sheet because of valuation issues. Gifted collections are recorded as revenue at values based on appraisals by independent appraisers. The acquisition of both gifted and purchased collections is expensed. (Note 5)

(e) Museum volunteers

During the year, Museum volunteers contributed approximately 42,000 (2004 - 54,000) hours in support of the Museum. Their activities include guided gallery tours and a variety of programs that enrich the visitor's experience at the Museum and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements.

(f) Employee benefit plans

The Museum and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pensions Act*. The British Columbia Pension Corporation administers the Plan, including the payment of pension benefits on behalf of employers and employees to whom the Act applies. The Plan is a multi-employer defined benefit plan. The most recent actuarial valuation (March 31, 2002) has determined the Plan is in a surplus position. Effective January 1, 2001, the Public Service Pension Plan's management changed to a joint trusteeship whereby the management, risks and benefits are shared between the employees and employers. Previously these matters were the sole responsibility of the Province of British Columbia.

The Museum also annually contributes through the Provincial Government payroll system for specific termination benefits as provided for under collective agreements and conditions of employment. The costs of these employee future benefits are recognized as an expense in the year that contributions are paid.

(g) Use of estimates

In preparing the Museum's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual results could differ from these estimates.

3. CASH AND INVESTMENTS

As at March 31, 2005, the Museum had \$1,143,663 (market value - \$1,142,243) in a money market fund, with a yield as a whole of 2.38%.

4. FINANCIAL INSTRUMENTS

The Museum's financial instruments consist of cash, investments, accounts receivable, accounts payable and accrued liabilities. The fair value of these assets approximates their carrying value. Unless otherwise noted, it is management's opinion that the Museum is not exposed to significant interest, currency or credit risks arising from these financial instruments.

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2005

5. COLLECTIONS

As at March 31, 2005, the collections consisted of approximately seven million artifacts, specimens and archival records (includes approximately 5 million photographs). During the year, the Museum accessioned approximately 10,858 (2004 - 11,520) objects to its collections through the acquisition and purchase of artifacts. The collections are valued at \$190 million for insurance purposes.

6. CAPITAL ASSETS

Capital assets consist of the following:

	Cost	Accumulated Amortization	2005	2004
Permanent exhibits	\$ 1,388,353	\$ (109,550)	\$ 1,278,803	\$ 511,095
Operating equipment	400,698	(149,642)	251,056	306,898
Computer equipment and software	1,310,642	(684,499)	626,143	728,521
Vehicles	19,605	(13,584)	6,021	12,556
Furniture and equipment	61,529	(24,168)	37,361	51,667
Leasehold improvements	1,736,350	(524,464)	1,211,886	1,228,979
	<u>\$ 4,917,177</u>	<u>\$ (1,505,907)</u>	<u>\$ 3,411,270</u>	<u>\$ 2,839,716</u>

7. DEFERRED REVENUE

Deferred revenue of \$84,152 (2004 - \$36,198) represents funds related to future gallery rentals, advance admission sales, and unredeemed gift certificates.

8. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized external funding, used to purchase capital assets, which will be recognized as revenue in future periods.

	2005	2004
Balance, beginning of year	\$ 1,720,331	\$ -
Grants for the purchase of capital assets	765,383	237,681
Capital contributions from the Province of BC	-	1,981,973
Amortized to revenue	(599,767)	(499,323)
Balance, end of year	<u>\$ 1,885,947</u>	<u>\$ 1,720,331</u>

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2005

9. NET EQUITY

	Invested In Capital Assets	Unrestricted	2005	2004
Balance, beginning of year	\$ 1,119,385	\$ (355,372)	\$ 764,013	\$ -
Excess of revenues over expenses	-	1,135,877	1,135,877	764,013
Deferred capital contributions (Note 8)	(765,383)	765,383	-	-
Amortization of deferred capital contributions (Note 8)	599,767	(599,767)	-	-
Amortization	(892,814)	892,814	-	-
Investments in capital assets	1,464,368	(1,464,368)	-	-
Balance, end of year	<u>\$ 1,525,323</u>	<u>\$ 374,567</u>	<u>\$ 1,899,890</u>	<u>\$ 764,013</u>

10. SPECIAL EXHIBITS

In order to encourage repeat attendance the Museum hosts travelling exhibitions in our temporary gallery. In 2004-05 these included: *Eternal Egypt: Masterworks of Ancient Art from the British Museum*; *Tibet: Mountains, Valleys, Castles & Tents*; and *Giant Robotic Insects*. In 2003-04 these included: *Dragon Bones* and *Giant Robotic Insects*.

	2005	2004
Salaries and benefits	\$ 189,642	\$ -
Professional service contracts – includes exhibit fees	1,804,861	436,819
Marketing and communications	760,024	264,008
Security	183,087	-
Utilities, materials and supplies	162,554	28,720
Office	80,846	29,355
Total Expenses related to special exhibits	<u>\$ 3,181,014</u>	<u>\$ 758,902</u>

11. THE ROYAL BRITISH COLUMBIA MUSEUM FOUNDATION

The Royal British Columbia Museum Foundation (the "Foundation") was incorporated to hold long-term investments and endowments for the Museum. The objectives of the Foundation are (a) to promote and further the aims, interest and work of the Royal British Columbia Museum; (b) to encourage, obtain and hold gifts, donations, bequests, endowments or other acquisitions of property on behalf of, and for the benefit of, the Royal British Columbia Museum; (c) to disburse, donate and make available the income or capital or both of the property of the Foundation, subject to the conditions of the gifts. The accounts of the Foundation are presented separately and are not consolidated in these financial statements. As at December 31, 2004, the fund balances of the Foundation are as follows:

	2004	2003
Unrestricted funds	\$ 15,344	\$ 15,988
Restricted funds	499,012	502,052
	<u>\$ 514,356</u>	<u>\$ 518,040</u>

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2005

12. FRIENDS OF THE ROYAL BRITISH COLUMBIA MUSEUM

The Friends of the Royal British Columbia Museum (the "Friends") was incorporated to build membership and to coordinate other support activities on behalf of the Museum. The principal activities of the Friends are operation of the Royal Museum Shop, the collection of donations and supporting projects undertaken by the Royal British Columbia Museum. The accounts of the Friends are presented separately and are not consolidated in these financial statements. As at March 31, 2005, the fund balances of the Friends are as follows:

	2005	2004
Invested in capital assets	\$ 169,824	\$ 193,781
Externally restricted funds	237,118	233,684
Internally restricted funds	133,596	17,650
Unrestricted funds	<u>1,545,152</u>	<u>1,317,823</u>
	<u>\$ 2,085,690</u>	<u>\$ 1,762,938</u>

During the year the Friends contributed \$657,500 (2004 - \$513,000) to the Museum, of which \$382,500 (2004 - \$375,000) has been recorded in revenue, the balance is included in deferred capital contributions.

13. RELATED PARTY TRANSACTIONS

The Museum is related through common ownership to all Province of British Columbia Ministries, Agencies and Crown corporations, most notably British Columbia Buildings Corporation. The Museum also has transactions with the Friends. Transactions with these entities, considered to be in the normal course of operations, are recorded at the exchange amounts.

14. COMMITMENTS AND CONTINGENT LIABILITIES

(a) Premises

The Museum occupies land and buildings, which are rented from the British Columbia Buildings Corporation ("BCBC") under a master agency agreement (the "agreement"), entered into October 1, 1999. This agreement expired March 31, 2004, however BCBC and the Museum have agreed to abide by the terms of this agreement on a month-to-month basis. Negotiations are currently in progress to establish terms of the Museum's occupation of its current premises. During the year ended March 31, 2005, the Museum paid \$5,235,579 (2004 - \$5,534,619) under the agreement.

(b) Operating Agreement

The Museum has committed to a Theatre Operating Agreement for the operation of a large screen motion picture theatre at the Museum. Under the terms of the Agreement, the Museum will be paid a royalty from the theatre plus or minus certain negotiated adjustments, plus specific amounts for additional costs. The Museum is also party to the lease of the premises for the Theatre and is paid all rents related to the lease agreement. The term of both the Theatre Operating Agreement and the lease is 30 years and expires June 24, 2028.

15. COMPARATIVE FIGURES

Certain 2004 comparative figures have been reclassified to conform to the presentation adopted in the current year.

APPENDIX A

RESEARCH OUTCOMES IN NATURAL HISTORY

Borkent: Systematics of Ceratopogonidae and Related Flies
The biting midges (Diptera: Ceratopogonidae) and related flies were studied to provide the first generic keys to larvae and pupae of this family.

Cannings, S.: Documentation of Insect Biodiversity in British Columbia
S. Cannings worked with R. Cannings on a paper in press on the Mantidflies of Canada, and a book, including Dr. Geoff Scudder, on *Insect Families of British Columbia*.

Cannings, R.: The Dragonflies of Northern British Columbia
NatureServe Yukon's research resulted in dragonfly collections of relevance to the northern BC survey coming to the Royal BC Museum.

Cannings, R.: Phylogeny of Lasiopogon
Dr. Rob Cannings' doctoral thesis, "Systematics of *Lasiopogon* Loew (Diptera: Asilidae)", was completed in 1999. A book was published in October 2002. Further studies on new species are in progress.

Donovan: Miocene Paleocology
Research Associate Laurance Donovan studied paleoenvironmental reconstruction of a portion of the North Okanagan based on fossil evidence recovered from an ancient lakebed.

Florian: Fox Spots on Paper
The book, *Fungal Facts: Solving Fungal Problems in Heritage Collections* was published.

Forsyth: Terrestrial Molluscs
The book, *Land Snails of British Columbia*, was published as part of

the Royal BC Museum Handbook series. It is unique in Canada and is one of the few regional field guides covering the terrestrial mollusc fauna of any part of North America.

Hanke: Comparative Osteology of Rhinichthys Species, and Species Status of Nooksack Dace

Twenty-three of the red-listed Nooksack dace (*Rhinichthys* sp.) were taken in a short time in Bertrand Creek, Lower Mainland.

Hanke: Develop Museum Handbook on Freshwater Fishes of British Columbia

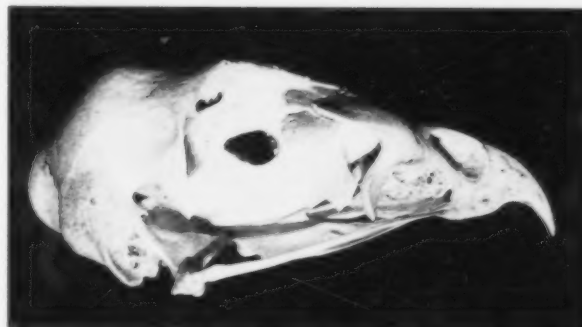
The new Royal BC Museum handbook on Freshwater Fishes of British Columbia is well underway. In total, 111 species will be discussed, which is 41 more than covered in the 1967 handbook.

Hebda: Central and Northern British Columbia Botany and Paleocology
Pollen samples from Crying Bear Lake were prepared to document the early natural history of central and northern BC.

Hebda: Kwāday Dān Ts'inchí
Hebda and colleagues are analyzing remains from the digestive tract of the human remains that melted out of a glacier in northwestern British Columbia known as Kwāday Dān Ts'inchí.

Hebda: Late Cretaceous Fossil Plants of the Saanich Peninsula

A representative collection of scientific and exhibit-grade specimens was completed, and a paper on paleogeography of Cretaceous coastal BC was prepared. Two new fossil



Skull of a Red-tailed Hawk, easily distinguishable from other raptors using Michael McNall's identification guide to bird bones.

plant locations were found, and Dr. Jim Haggart of the Geological Survey of Canada visited to help with the geologic and stratigraphic questions.

Hebda: Southern Interior Paleocology and Wetlands
This study produced one manuscript on the early natural history of the Southern Interior.

Hebda: Vancouver Island Paleocology
Hebda continued studies on southern Vancouver Island early history and expanded the work to the history of subalpine and alpine ecosystems and how they relate to Vancouver Island marmot habitats.

Kaiser: Avian Osteology: Structure and Function of Avian Skeletons
Kaiser prepared a manuscript entitled *The Inner Bird*. UBC Press is interested in the manuscript and is seeking an international co-publisher.

Lambert: Benthic Survey off Queen Charlotte Islands and Other Regions
Lambert collected and identified deep-water species associated with the Tanner Crab survey off Vancouver Island and the Queen Charlotte Islands in September 2004. The Royal BC Museum received representative samples of all species collected, and Lambert has identified most of the echinoderms.

Lambert: Echinoderm Handbook

The first draft of a handbook on brittle stars (ophiuroids), urchins (echinoids) and feather stars (crinoids) was completed and passed to co-author Dr. Bill Austin.

Lambert: Systematics and Taxonomy of West Coast Holothuroidea

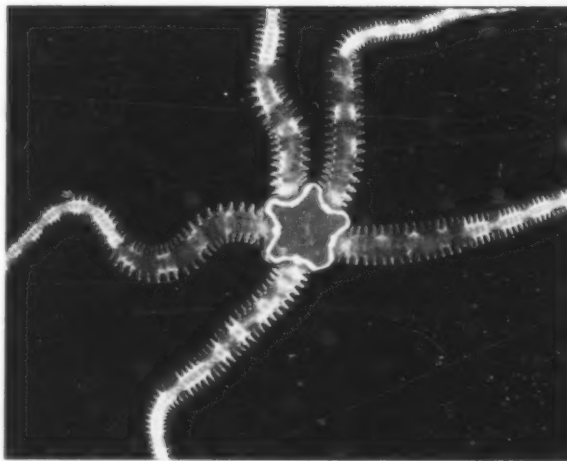
An identification key to the intertidal holothuroids of California has been revised and reached the editing stage, and figures have been submitted to the publisher of a new edition of *Light's Manual*.

Marr and Hebda: Botany of BC Mountains

Approximately 1,400 specimens were collected – primarily native species from poorly collected (or never collected) alpine areas – to better understand the distribution of plants in these habitats.

Marr and Hebda: Grasses of Northern BC

Approximately 300 specimens were collected from alpine areas of the Kaudy Plateau (north of Dease Lake), Level Mountain (west of Dease Lake), Cassiar, and the Horseranch Range as part of research on the flora of northern BC.



The Daisy Brittle Star (Ophiopholis aculeata) is an echinoderm that lives in shallow coastal waters, just one of the fascinating marine invertebrates studied by Curator Philip Lambert.

Marr and Hebda: Phytogeography of BC Mountains

Tissues of 10 species were used for DNA analysis to see if there are distinct plant populations on mountains in BC that may indicate isolation during past glaciations.

Marr and Hebda: Taxonomic Study of BC Calamagrostis (Poaceae)

Collections made in 2004 significantly filled in the range for *C. lapponica*, and contributed towards

a better understanding of the ecology of *C. stricta* and *C. canadensis*. At the request of Flora North America, Marr and Hebda completed a revision/description of this difficult genus for North America integrating BC data.

McNall: An Illustrated Identification Guide to the Avian Osteology of British Columbia

The long bones and skulls of hawks, eagles and falcons were measured. A computer program will make the views of bird bones available on CD for researchers to use for specimen identification.

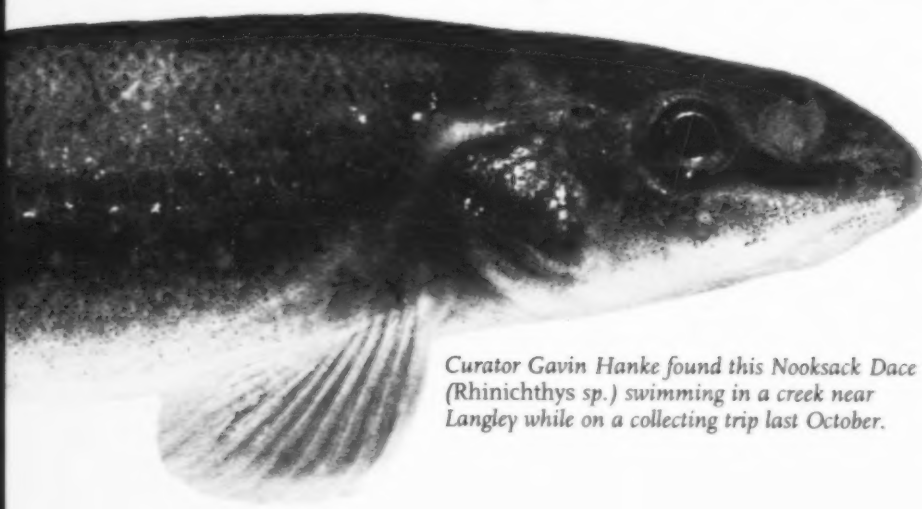
RESEARCH OUTCOMES IN HUMAN HISTORY

Black: Haida Repatriation Conference
Black presented the paper, "Past, Present, Future: The Nisga'a Treaty in the Royal BC Museum Context", at the Haida Repatriation Conference.

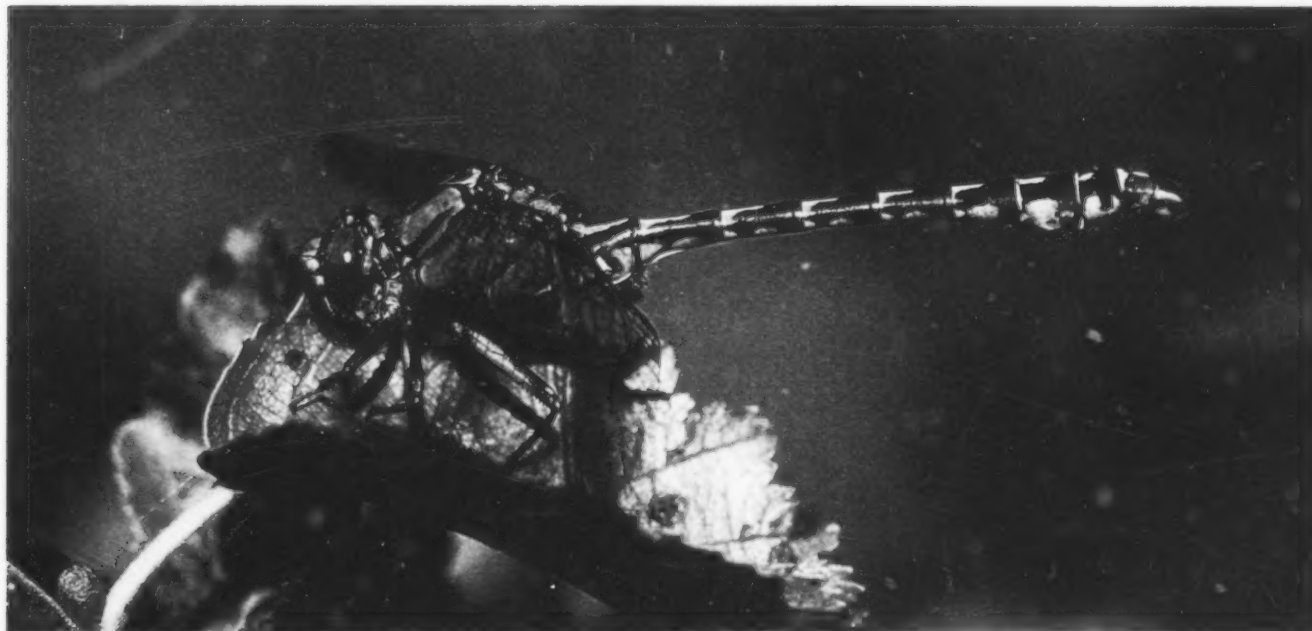
Black: Style and Repatriation
The practice of attribution of provenance based on style has been common in Northwest Coast art studies since the 1960s. Dr. Black is researching attribution as an important and timely subject for repatriation interests.

Griffin: Coasts Under Stress
Griffin co-authored a chapter on non-renewable resources in the book, *Coasts Under Stress: Pathways to Social-Ecological Health in Changing Coastal Communities*. The chapter has been accepted but will require further editing.

Griffin: Power, Agency and Nature
Griffin wrote a chapter on the mining community of Anyox for the book, *Power, Agency and Nature: Shaping Coastal Society and Environment*. The



Curator Gavin Hanke found this Nooksack Dace (Rhinichthys sp.) swimming in a creek near Langley while on a collecting trip last October.



The Boreal Snaketail (*Ophiogomphus colubrinus*) is common in certain streams in northern BC, where Curator Rob Cannings has focused recent dragonfly surveys.

chapter has been accepted but will require further editing.

Hammond: Coasts Under Stress

Hammond co-wrote a chapter on renewable resources for the book, *Coasts Under Stress: Pathways to Social-Ecological Health in Changing Coastal Communities*. The chapter has been accepted but will require further editing.

Hammond: North Coast Forest Industry

Hammond worked with Research Associate Richard Rajala on the completion of a book on the north coast forest industry. This book will be published in the fall of 2005.

Hammond: American Society for Environmental History Conference

Hammond presented a paper at the *Annual Conference of the American Society for Environmental History* entitled "Early Oil Debates on British Columbia's Northern Coast, 1911-1939".

Hammond: Oxford Companion to Canadian History

Hammond contributed seven entries to *The Oxford Companion to Canadian History*. These entries were Conservation Movements; Environmental Movements; Game Acts; great auk; Migratory Bird Convention Act; Jack Miner; and passenger pigeons. Gerald Halowell, editor. Oxford University Press, 2004.

Hammond: Peer Book Review

Hammond contributed to the peer book review: Timothy Luke, *Museum Politics: Power Plays at the Museum* (Minneapolis: University of Minnesota Press, 2002) in *Public Historian* 26 No. 3 (Summer 2004): 65-69.

Keddie: Tsitsutl Arrow

Keddie wrote and submitted the article, "An Arrow from the Tsitsutl Glacier, British Columbia". This has been accepted for publication in *The Canadian Journal of Archaeology*.

Keddie: Atlatl Technology

Keddie researched a report on atlatl technology. This report will be completed by May 2005.

Keddie: Paths Across the Pacific III Conference

Keddie presented a paper at the *Paths Across the Pacific III Conference*.

Savard: BC Studies

Savard wrote and submitted the article, "Images from the Likeness House, Photography and First Peoples in British Columbia 1860-1920". This article has been accepted for publication in *BC Studies*.

Steffen: 57th Annual Northwest Anthropological Conference

Steffen co-presented a paper at the *57th Annual Northwest Anthropological Conference* entitled "Early Holocene Marine Adaptations".

ALIGNMENT WITH GOVERNMENT STRATEGY

The Royal BC Museum Corporation supports specific aspects of the Government's Strategic Plan including:

- Supporting British Columbia's **education system** by providing access to the public galleries to 37,000 students annually. The Corporation continues to operate popular school programs on a cost-recovery basis. *The Amazing Time Machine* and *Journeys and Transformations Virtual Museum of Canada* – on-line galleries based on the school curriculum – reach millions annually and provide important support for education.
- Working with many **community and business partners** – including tourism bureaus, other leading attractions, tour operators, hotels, transportation companies, private sector corporations, Crown corporations and media partners – to draw tourists and local residents to the Royal BC Museum. The Royal BC Museum works in partnership with communities throughout BC through the *Living Landscapes* program. Plans for the cultural precinct include public-private sector partnerships.
- Working with the Vital Statistics Agency to maintain and add to the birth, death and marriage indexes, which are a popular source of genealogy research.
- On behalf of the government, the Royal BC Museum manages the government archives and meets the government's obligations under the *Documents Disposal Act*.
- Contributing to the **private sector economy** as British Columbia's second most-visited tourist attraction. The Royal BC Museum showcases the province's human and natural history, exploration, and transformation. Special exhibits at the Royal BC Museum build excitement and draw new and repeat visitation. In 2004, the Royal BC Museum hosted *Eternal Egypt: Masterworks of Ancient Art from the British Museum*. In 2005, the Royal BC Museum opened a new permanent gallery, *Living Land, Living Sea*, and welcomed a new travelling exhibit, *Tibet: Mountains and Valleys, Castles and Tents*.
- Providing access to 3,523 original audiotapes that document the languages and stories of British Columbia First Nations. By connecting the past with the present, these tapes are a vital resource for aboriginal community language programs.
- Making information about the collection available to all British Columbians at libraries, homes and businesses via the Internet.





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Front Cover:

Mummy mask of Satdjehuty, Provenance Unknown, New Kingdom, early Eighteenth Dynasty (ca 1500 B.C.) EA 29770. Acquired in 1880, purchased at Morten & Sons from the sale of the collection of Samuel Hull.

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